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Professor Sakhela Buhlungu
Vice-Chancellor, University of Fort Hare (UFH), South Africa
CHIEF GUEST

Prof. Moses Muhwezi
Principal MUBS
HOST

Assoc. Prof. Geoffrey Kituyi
CONFERENCE CHAIR

Conference Co-Chairs

Jacqueline Cheptepkeny **Korir,** Assoc. Prof of Hospitality and Events Management, Moi University

Assoc. Prof. Gideon Nkurunziza
Head Department of Education, FVDE-MUBS

PROFILE OF CHIEF GUEST AND KEYNOTE SPEAKERS

PROFESSOR SAKHELA BUHLUNGU

Professor Sakhela Buhlungu is Vice-Chancellor and Principal of the University of Fort Hare since 2017, and was confirmed for his second term in November 2021. Previously he was Dean of Humanities at the University Cape Town and Deputy Dean of Humanities and Social Sciences at the University of Pretoria. Before that he held senior academic positions at several South African universities, including the University of the Witwatersrand, University of Johannesburg and University of Pretoria. He is the author of *A Paradox of Victory: Unions and the democratic transformation of South Africa* (2010, University of KwaZulu-Natal Press) and editor of *COSATU's Contested Legacy: South African Trade Unions in the second decade of democracy* (2012, HSRC Press & Brill, with Malehoko Tshoaedi) and *Trade Unions and Democracy: COSATU Workers' Political Attitudes in South Africa* (2006, HSRC Press).

He has authored or co-authored more than seventy scholarly publications in the field of labour studies. He holds a PhD in Sociology (University of the Witwatersrand, 2002) a Master's in Industrial Sociology (University of the Witwatersrand, 1996), a BA Honours in African Studies (University of Cape Town, 1986), and a BA in History & Political Science (University of Transkei, 1982). Professor Buhlungu is an active contributor to and facilitator of critical debates on social change and transformation in South Africa.

Prof. Buhlungu obtained a BA honours in African studies at the University of Cape Town (UCT) in the 1985–1986 academic year. At UCT he was part of the International labour research and information group, and studied Third World labour movements. In 1987, Buhlungu stopped working towards a Master's degree in history to work as an education officer in the Paper, Printing and Allied Workers' Union, which is affiliated with the Congress of South African Trade Unions. He eventually became the union's assistant general secretary. Buhlungu resumed his graduate studies in 1992 and transitioned from a functionary position in his union to an editorial one, becoming the editor of COSATU's *Shopsteward* journal.

PROF. SAMUEL SEJJAAKA

Prof. Samuel Sejjaaka, a leading academic, professional accountant, auditor and Board Director is the Country Team Leader and CEO, of MAT ABACUS Business School, with a wealth of experience spanning over 30 years. *Prof. Sejjaaka founded Abacus Business School in 2015 and earlier, between 1991 and 2014, he had lectured at Uganda's oldest tertiary institution, Makerere University (later the Makerere University Business School) rising to the position of Deputy Principal.*

PROF. NIXON KAMUKAMA

Professor Nixon Kamukama is a Certified Public Accountant and holds a Doctorate of Philosophy in Business, a Master's Degree in Accounting and Finance, and a Bachelor of Commerce (Accounting Option) all from Makerere University. He has served as Professor at Makerere University Business School and is currently the Deputy Vice-Chancellor-Academic Affairs at Mbarara University of Science and Technology (MUST).

Prof Kamukama has served as an Independent Non- Executive Director in UEGCL for 10 years, since 6 December 2012. And he's the Chairperson of the Finance & Audit Committee and a member of the Governance, Risk, and Compliance Committee of the Board.

DR. SAFINAH KISU MUSEENE

Dr. Museene Safinah, is currently the Commissioner, BTVET at Ministry of Education and Sports. Dr. Safinah Museene has vast experience from previous roles at Mulago School of Nursing and Midwifery and Jinja School of Nursing and Midwifery with a robust skill set that includes Tutoring, Teaching, Curriculum Design, Curriculum Development, Higher Education among others.

Dr. Museene holds Bachelor of Science in Nursing from Agakhan University, a Post Graduate Diploma in Public Administration and Management, a master's degree in Medical Education from Moi University and a Doctor of Philosophy in Nursing from the University of Cape Town.

Dr. Museene serves on various boards and task forces including UNMEB, UAHEB, UNMC, AMREF, and Labour productivity of Ministry of Labour. Dr. Museene is a recipient of the Uganda Gold Jubilee Independence Anniversary and Agha Khan University Best Clinical Practice and a recipient of Nurses' DAISY award and was a coordinator for patriotism for Health Training Institutions.

MR. ERNEST RUBONDO

Mr. Ernest Rubondo is a Ugandan geologist and business executive and he is currently the Executive Director of the Petroleum Authority of Uganda. Mr. Rubondo is a holder of an MSc in Petroleum Reservoir Geology at the Imperial College of Science, Technology and Medicine in London in 1990 and worked briefly with Scott Pickford Plc in the United Kingdom. Mr. Rubondo returned to Uganda to participate in field data acquisition as part of the petroleum exploration effort in the country and held the position of Commissioner for the Petroleum Exploration and Production Department (PEPD) between 2008 and 2014 and that of Director for Petroleum from November 2014 to August 2016, in the Ministry of Energy and Mineral Development, Uganda.

Mr. Rubondo is a member of the Uganda Government team that promoted the country's oil and gas potential to industry with a view to attract investment in the sector, and a participant in the negotiations for Petroleum Production Sharing Agreements between Government and oil companies. He Chaired the working group which formulated the draft National Oil and Gas Policy for Uganda which was approved in 2008 and coordinated preparation of petroleum bills which were subsequently enacted into petroleum legislation in 2013.

Mr. Rubondo also led the description of national content in Uganda's oil and gas sector, commenced its implementation and continues to oversee its regulation. He also led the country's technical team, which assessed the suitability and selection of the pipeline route for exporting Uganda's crude oil during 2016. He was appointed to lead the country's newly created Petroleum Authority of Uganda starting September 2016. He led and coordinated Government of Uganda's effort to negotiate and conclude the agreements required by the licensed oil companies to take Final Investment Decisions for the country's oil and gas projects between 2019 and 2021. The Final Investment Decision was subsequently announced on 1 February 2022.

Mr. Rubondo is a member of the American Association of Petroleum Geologists (AAPG), and the Geological Society of Uganda. He is also member of the Uganda Section of the International Society of Petroleum Engineers and chaired its Board for 2019. He was recognized in 2006 for his contribution to the discovery of oil in Uganda by H.E the President of the Republic of Uganda. He is also a recipient of the Global Pacific Award for Distinguished Contribution to the African Oil and Gas Industry, 2007. He was awarded the Nalubale medal in recognition of the contributions towards the development of Uganda's oil and gas sector in 2016.

MR. IVAN ASIIMWE

Mr. Ivan Asiimwe is the General Secretary and CEO of the Uganda Cooperative Alliance (UCA). UCA was established in 1961 as the Apex/Umbrella body for over 30,000 cooperatives in Uganda serving over 15 million people, 90% are farmers. Currently, Ivan is the Vice President for Africa on the International Cooperative Agricultural Organization (ICAO) Board. He also is the Board Chairman Cooperative Insurance Company (CIC), and serves on the Board for the Uganda Warehouse Receipt system Authority and the Cooperative College in Kigumba.

Mr. Ivan Asiimwe has almost 20 years experience with cooperatives, and he has championed the revival, growth and development of cooperatives, promoted cooperative education and is an advocate for conducive legal and policy regime for cooperatives in Uganda, Africa and globally.

Day 1: **Doctoral Symposium**

The Doctoral Symposium brings together doctoral students to engage with other scholars on the latest theoretical developments in their respective fields of study. It aims at giving an opportunity to doctoral students, current and prospective, and those that have been involved in supervision of doctoral students, a forum to share their experiences on pursuing a PhD. It gives an opportunity to students to present their work, cause discussion on the process of undertaking a PhD mainly in the African setting, and be critiqued by others. It aims at enabling prospective students to understand the process of undertaking a PhD including selecting topics, areas of research and research methods.

The symposium benefits doctoral students, prospective students, researchers and professors who supervise doctoral students and gives them an opportunity to learn from each other.

PROGRAMME OF EVENTS

TUESDAY, SEPTEMBER 23, 2025

DAY MANAGER: Dr. Geoffrey Nkuutu

OPENING SESSION

PLENARY HALL: Crane Hall
SESSION CHAIR: Dr. Gastervas Geofrey Rutwara –UICT
ONLINE MODERATOR: Ms. Shakira Nagujja/Mr. Duncan Kato

08.30am – 09:00am – *Arrival & Registration*
09.00am – 10:30am – **SESSION I: OPENING**

- **Opening Remarks**: Prof. Moses Muhwezi, Principal - MUBS
- **KEYNOTE ADDRESS**: **The Alchemy of Rigor: Navigating Theoretical and Methodological Paradoxes in PhD research**: Prof. Samuel Sejjaaka, Principal/MAT Abacus Business School
- **CHIEF GUEST**: Prof. Sakhela Buhlungu - Vice-Chancellor, University of Fort Hare (UFH), South Africa
- **GROUP PHOTO**

10:30am – 10:40am – *Health Break*
10:40 – 12:30pm: **Session II: PRESENTATIONS**

SESSION CHAIR: Prof. Vincent Bagire
Paper 1: Drivers of Sustainability performance in Health and Sanitation Projects: A Systematic Literature Review: Mahadih Kyambade, Rogers Mwesigwa, Kassim Alinda, Sulait Tumwine, Freddie Lwanga
Paper 2: Employability among University Graduates in Uganda: Michael Timuzigu
Paper 3: Capital Budgeting Practices in large Manufacturing Firms in Uganda: Dennis Oula
Paper 4; **The influence of Organizational Agility and Organizational Structure on the relationship between the Adoption of Artificial Intelligence and the Performance of Commercial Banks in Kenya**: Peter Mungai
Paper 5: The Intricacies of Uganda's Industrial Sector: A Scoping Review; Ssebuyungo Geofrey Muruli

Doctoral Symposium

Paper 6: Artificial Intelligence and Employee Well-being: Autonomy as a Mediating Mechanism in China's Healthcare Sector: Asuman Matongolo, Francis Kasekende, Han Ping, Yuan Rag

Paper 7: Knowledge Utilization among Coffee Farmers in Uganda: Lucy Lakot

12.30-1:00pm – Q&A Session
1:00 – 2:00pm – *Lunch Break*

2:00 – 4:00pm **Session III: PRESENTATIONS**
SESSION CHAIR: Dr. Sulait Tumwine

Paper 8: Willing and waiting: Electric vehicle attributes and commuter appetite for mass public road transport electrification in the Greater Kampala Metropolitan Area: Nakirijja Judith Flavia

Paper 9: Characterisation of Strategic Communication Research Studies: A Systematic Mapping Review: Yunia Musasizi Alele

Paper 10: Influence of Financial Reporting Aggressiveness, Tax Competition, and Capital Mobility on Profit Shifting by Multinational Companies in Uganda: Sharon Naigaga

Paper 11; **Team Cohesion and Effective Project Communication among WASH Projects in Uganda: The Mediating Role of Interaction Resonance** Evalyne Sarah Ikisa, Hassan Bashir, Yunia Musasizi Alele, Alice Alinaitwe

Paper 12; **Retirement Planning among Administrative staff in Public Universities in Uganda:** Grace Twikirize

Day 2: **The Academic Conference**

The MUBS Annual International Management Conference (AIMC) attracts a number of stakeholders ranging from advanced international researchers, policy makers, educationalists, postgraduate students, professionals, political leaders, business people, and other social entrepreneurs.

The conference is a multidisciplinary event and usually tackles business and management issues across sectoral and industrial perspectives. Because of the integrative nature of management, this conference attracts researchers from both local and international arenas who meet to share their policy and research works, and create a broader spectrum of sharing research findings and international intellectual networking opportunities.

Programme of Events

Date: Wednesday, September 24, 2025

Day Manager: Dr. Diana Ntamu

SESSION 1: OFFICIAL OPENING
VENUE: Crane Hall
SESSION CHAIR: Prof. Moya Musa - MUBS
ONLINE MODERATOR: Ms. Shakira Nagujja/Mr. Duncan Kato

8.30 – 9.00am	*Arrival & Registration*
9.00 – 9.10am	**Opening Remarks:** Prof. Moses Muhwezi, Principal MUBS
9.10 – 10.00am	**KEYNOTE ADDRESS** **The unwritten rules of scholarly publishing: Strategies to go from rejection to recognition:** Prof. Nixon Kamukama, Deputy Vice Chancellor (Academics), MUST Mbarara
	GROUP PHOTO
10.00-10.30am	*Health Break*

PARALLEL SESSIONS

PARALLEL SESSION 1:

SUB-THEME1: ENTREPRENEURSHIP, INNOVATION & SME DEVELOPMENT

VENUE: Crane Hall
SESSION CHAIR: Assoc. Prof. Isa Nsereko
10.30am – 12.30pm **PRESENTATIONS**

Paper 1: **Academia-Industry Collaboration: A Catalyst for Innovation, Employability, and Uganda's Socio-economic Transformation**: Harriet Ayiorwoth, David Onen

Paper 2: **Bridging the Gap: Integrating Entrepreneurial Mindsets into Skills-Based Education for Socio-Economic Transformation in East Africa**: Fredrick Githui

Paper 3: **Techpreneur Skilling and Mentorship Program: Scaling Up While Sustaining Competitive Excellence, Lessons from a Pilot Program**: Agnes Freda N. Lumala, Fredrick Kitoogo, Geoffrey Odokonyero

Paper 4: Institutional Pressures Shaping Corporate Environmental Sustainability in Large Manufacturing Firms: A Developing Economy Perspective: Kiggundu Tonny

Paper 5: Financial Resilience of Small and Medium Enterprises in Uganda: Case of SMEs in Gulu City: Irene Ayoo Oywa, Rachel Mindra, Agnes Nassuna, Musa Moya, Ismael Nkambwe

12.30 – 1.00pm Q&A Session
1.00 – 2.30pm Lunch Break
2.30 – 4.30pm **PRESENTATIONS**
SESSION CHAIR: Prof. Olabanji Oni-Business Innovation and Entrepreneurship

Paper 6: **Infrastructural Development, Community Empowerment and Sustainable Affordable Housing, A Case of newly created cities in Uganda**: Kinatta Moses

Paper 7: **Bridging the skills Gap: Integrating Digital and Entrepreneurial Competencies into Commerce and Marketing Education in Emerging Economies; A Case study of Rwanda**: Dr. Daniel Mulindwa

Paper 8: **Assessing Staff Awareness and Compliance with the Data Protection and Privacy Act in Ugandan Higher Education Institutions: Educational Attainment as a Moderator**: Barbara Kayondo, Moses Tuhame, Catherine Nyesiga, Fatuma Nakawoya Effects of Budget

Paper 9: **Effects of Budget Absorption on Performance of County Governments in Kenya:** Erick Kipkirui

Paper 10: **Managers of tourism small medium enterprises (SMEs): Opportunities or victims The case of training priorities in the inbound operating sector in Uganda**: Celestine Katongole, Frederic Thomas, Provia Kesande, John Paul Aporu

4.30 – 5.00pm *Q&A Session*
5.00pm *Departure at Leisure*

PARALLEL SESSION 2:

SUB-THEME 2: LEVERAGING DIGITAL TECHNOLOGIES FOR INNOVATION

VENUE: Kob Hall
SESSION CHAIR: Assoc. Prof. Sonny Nyeko

Track 1-Digital Transformation, AI & EdTech

10.30am – 12.30pm **PRESENTATIONS**

Paper 1: Predictive Analytics for Climate-Resilient Agriculture: Integrating AI and Emerging Technologies in Seed Crop Management in Uganda: Geoffrey Dan Odokonyero, Fredrick Kitoogo, Angnes Lumala

Paper 2: **Integrating Artificial Intelligence to Support Effective, Inclusive, and Equitable Classroom Practices**: Powel Murunga

Paper 3: Leveraging Institutional Open Dataset Architectures for AI-Driven Decision-Making in Uganda's Tertiary Education Sector: Gastervas Geofrey Rutwara, Fredrick Kitoogo, Asaph Keikara Muhumuza

Paper 4: Leveraging Machine Learning to address Student Dropout at Uganda Institute of Information & Communications Technology: Abok Tonny

Paper 5: Institutionalizing Social Media for Effective Information Sharing in Institutions of Higher Education in Uganda; The Moderating Role of Communication Climate: Hassan Bashir, Yunia Musasizi Alele, Fatumah Nalubowa, Mellan Basemera, Christine Ayibo, Joshua Tumwesige, Joshua Aheisibwe

12.30 – 1.00pm Q&A Session
1.00 – 2.30pm Lunch Break
2.30 – 4.30pm **PRESENTATIONS**
SESSION CHAIR: Dr. John Paul Kasse

Paper 6: ClickToAssist: An AI-Powered Digital Platform for Transforming Service Matching in Uganda's Informal Economy: Nakisisa George

Paper 7: Teacher Support and Professional Development Needs That Influence Adoption of Artificial Intelligence in the Teaching Process at Public Universities. A Case of Teaching Staff at Makerere University Business School Uganda: Lawino Giovanna, Lamwaka Priscilla

Paper 8: A Framework for Enhancing Motorcycle Safety in Uganda: Leveraging ICT to Address Challenges and Improve Rider Protection: Kyeyune Robert, Engotoit Bernard, Kituyi G. Mayoka

Paper 9: Librasmart: An Rfid-Based Smart Library Management System with Real-Time Cloud Logging and Access Control: Gumisiriza Conrad, Namyalo Florence, Kalulu Peter, Wesigwa Emmanuel, Katyembe Fred Fundi, Lutamaguzi Elineo

Paper 10: Assessing Data Management Practices and Requirements for Data-Driven Decision-Making in Ugandan Tertiary Institutions: A Case of UICT: Gastervas Geofrey Rutwara, Fredrick Edward Kitoogo, Edson Nkurunungi, Robert Barigye, Olivia Nambobi

4.30 – 5.00pm *Q&A Session; Departure at Leisure*

PARALLEL SESSION 3

SUB-THEME 3: LEADERSHIP, GOVERNANCE & POLICY IN EDUCATION

VENUE: Zebra Hall
SESSION CHAIR: Dr. Joshua Mugambwa

10.30am – 12.30pm **PRESENTATIONS**

Paper 1: **The Role of African Governments in Technical and Vocational Education and Training: A Kenyan Government Perspective**: Monte Nyangoka Joel

Paper 2: **Crisis Leadership Adaptability: Systematic Literature Review**: Vincent Balikudembe

Paper 3: **Coaching influences Service Delivery as a key Management Development Practice in Public Universities in Kenya**: Dr. Erick Onsongo

Paper 4: **Work- Life Balance Practices and Performance of Medical Interns in the Teaching and Referral Hospitals in Kenya**: Dr. Atambo Wallace Nyakundi

Paper 5: **A Dimensional Analysis of Communication Management in the Implementation of Poverty Alleviation Projects**: Olivia Tusingwire, Kabadaaki Doreen, Pricillah Tumwebaze

Paper 6: **Adoption of Digital HRM practices among Government Agencies in Kampala City: Does transformation leadership matter?**: Mariam Tauba, Opolot Julius Samuel, Brian Lugemwa, Moreen Nayiga

12.30 – 1.00pm Q&A Session
1.00 – 2.30pm Lunch Break
2.30 – 4.30pm **PRESENTATIONS**
SESSION CHAIR: Dr. Regis Namuddu

Paper 7: **Leadership for Skills Transformation: Enhancing Youth Employability in Uganda through Strategic and Institutional Innovation, 2013–2023**: Joseph Jakisa Owor

Paper 8: **Legal and Institutional Frameworks for Good Governance and Leadership for Employability and Transformation in Africa**: Abubakar Aliyu Abubakar

Paper 9: **Employee Motivational Responses to a Mixed Army-Civilian Leadership Style in a Higher Education Institution**: Emmanuel Luke Balami

Paper 10: **Does Entrepreneurial Orientation Influence Business Performance among Small Service Firms? Empirical Evidence from Nigeria**: Caleb Muyiwa Adelowo

Paper 11: **Safe Gym App: A Digital Solution to improve fitness participation through Smart Scheduling**: Abisemeza Sylvia, Adikini Mary Viola, Bala Tom, Ocheng Luis, Ochieng Nicholas, Opolot Job

4.30 – 5.00pm *Q&A Session*
5.00pm *Departure at Leisure*

PARALLEL SESSION 4

SUB-THEME 4: SUSTAINABLE DEVELOPMENT & GREEN ECONOMY

VENUE: Impala Hall
SESSION CHAIR: Dr. Ronnette Atukunda
10.30am – 12.30pm **PRESENTATIONS**

Paper 1: **Investigating how Nigeria's ecological footprint is affected by the dynamics of renewable energy consumption**: Obadiah Ibrahim Damak

Paper 2: **The Adoption Level of Circular Economy and Its Influence on Customer Satisfaction Among Star-Rated Hotels in Kenya: Energy Management Perspective**: Alphonce Odhiambo Juma, Pepela Anthony, Okech Roselyne

Paper 3: **Water and Sanitation Project Performance: Enhancing Role of Relational Competencies and Information Integration**: Alice Arinaitwe

Paper 4: **Performance of a solar PV-diesel generator-battery mini-grid using actual data: A case of Kalangala power plant in Uganda**: Ivan T. Oloya and Muyiwa S. Adaramola

Paper 5: **Consumer Awareness and Adoption of Clean Cooking Technologies: Diagnosing relationships and measurement models in a developing country context**: Douglas Ssenoga, Ahmad Walugembe, Phillip Mubiru

Paper 6: **Household Energy Transition Communication: A Multi-theretical Phenomenological Conceptualization of Lived experiences of a developing community in Northern Uganda**: Florence Nakajubi, Joseph Ntayi, Hassan Bashir, Livingstone Senyonga, Sam Adaramola, Ronnette Atukunda, Nalwyiso Grace

12.30 – 1.00pm Q&A Session
1.00 – 2.30pm Lunch Break
2.30 – 4.30pm **PRESENTATIONS**
SESSION CHAIR: Dr. Bernard Onyinyi

Paper 7: **Does Sweden's environmental effect depend on its economic and energy performance? Evidence obtained using the ARDL technique**: Obadiah Ibrahim Damak

Paper 8: **Design and Construction of a Solar-Powered Silver-Fish Dryer for Enhancing Food Security and Economic Livelihoods of Fishing Communities in East Africa**: Ainomujuni Sollomy, Tinkasimire Andrew

Paper 9: **Revolutionizing Economic Growth through Skills-Based Education: A Human Capital Perspective from Uganda**: Thomas Kisaalita, Edson Kiiza, Ben Boyi, Laura Orobia

Paper 10: **Energy Management in Manufacturing Enterprises: The role of Institutional Pressures Internal Communication in a developing country perspective**: Alice Arinaitwe, Musa Moya, Benjamin Tukamuhabwa, Rogers Mwesigwa, Gideon Nkurunziza, Immaculate Tusiime, Bob Ssekiziyivu, Sebi Hussein , Doreen Musimenta and Vincent Obedgiu

Paper 11: **The role of Carbon Markets in Mobilising Climate Finance in Sub-Saharan Africa: Status, Governance and Equity**: Hottensiah Kaniu

4.30 – 5.00pm *Q&A Session: Departure at Leisure*

Day 3: The Academic Conference

"REVOLUTIONIZING SKILLS-BASED EDUCATION FOR SOCIO-ECONOMIC TRANSFORMATION AND EMPLOYABILITY"

This year's theme emphasizes the pivotal role of skills-based education in driving employability and fostering socio-economic development. The conference aims at providing a platform for dialogue, knowledge sharing, and collaboration among academics, industry leaders, and policymakers to explore innovative approaches and practical solutions.

Programme of Events

Date: Thursday, September 25, 2025

Day Manager: Dr. Ruth Atuhaire

PLENARY SESSION

VENUE: Crane Hall

SESSION CHAIR: Prof. Jacqueline Cheptepkeny Korir, Assoc. Prof. of Hospitality and Events Management, Moi University

ONLINE MODERATOR: Ms. Shakira Nagujja/Mr. Duncan Kato

8.30 – 9.00am	*Arrival & Registration*
9.00 – 9.10am	**Opening Remarks**: Prof. Moses Muhwezi – Principa/MUBS
9.10 – 10.00am	**KEYNOTE ADDRESS:** **Bridging the Skills Gap: Public Private Partnerships for Workforce Readiness:** Dr. Safiina Kisu Musene, Director TVET-MoES GROUP PHOTO
10.00-10.30am	*Health Break*

PARALLEL SESSIONS

PARALLEL SESSIONS

PARALLEL SESSION 1

SUB-THEME 2: LEVERAGING DIGITAL TECHNOLOGIES FOR INNOVATION
VENUE: Crane Hall
SESSION CHAIR: Assoc. Prof. Samali Mlay

Track 2- ICT, Media, and Emerging Technologies
10.30am – 12.30pm **PRESENTATIONS**
Paper 1: **Evaluating Students' Complaints Management Systems of Makerere University Business School**: Engotoit Benard, Noima Bonface, Kabaale Edward, Kituyi Mayoka
Paper 2: **Security implications on migrating to cloud computing during Covid-19 pandemic and suggested solutions to ensure secure systems**: Panganai Njodzi, Mercy Nyasha Magoso, Lemias Zivanai, Luckson Mugomo, Zvishamiso Mushamainza
Paper 3: **Factors influencing implementation of smart classrooms among universities in Uganda**: Bako Joyce, Lawino Giovanna
Paper 4: **Social media adaptability, message strategy and effective public relations in institutions of higher learning in Kampala**: Adah Ninsiima, Hassan Bashir, Yunia Musasizi, Alice Arinaitwe and Albert Arinda
Paper 5: **Towards a Digital Economy: Assessing Uganda's ICT Innovation Ecosystem – Evidence from the E-Booster Baseline:** Dennis Aguma
12.30 – 1.00pm Q&A Session
1.00 – 2.30pm Lunch Break

SUB-THEME1: ENTREPRENEURSHIP, INNOVATION & SME DEVELOPMENT
2.30 – 4.30pm **PRESENTATIONS**
SESSION CHAIR: Assoc. Prof. Ernest Abaho
Paper 1: **Leveraging ICT Innovation for Sustainable Youth - Led Social Enterprises in Kaberamaido District, Eastern Uganda**: Opar Ronald Oker Lakwit
Paper 2: **Service-Centred Entrepreneurship Education for the Hospitality industry:** Ifeoma Nwabachili
Paper 3: **Towards Responsible AI in Africa: Enhancing the FAT Framework for Skills-Based Education**: Namuwaya Hajarah Ali
Paper 4: **An essential need for rural entrepreneurship and innovation in reducing poverty rate in South Africa**: Akeem Adewale Oyelana
Paper 5: **Information integration and sustainability of health projects: The mediating role of project risk management**: Dr. Bob Ssekiziyivu
4.30 – 5.00pm *Q&A Session*
5.00pm *Departure at Leisure*

PARALLEL SESSION 2:

SUB-THEME 5: CURRICULUM REFORM & COMPETENCY-BASED EDUCATION
VENUE: Kob Hall
SESSION CHAIR: Assoc. Prof. Gideon Nkurunziza

10.30am – 12.30pm **PRESENTATIONS**
Paper 1: **Industrial Training Programs and Student Competency Development in Technical and Vocational Education and Training (TVET) Institutions in Uganda**: Mugenyi Moses
Paper 2: **Service Quality and Student Satisfaction at Plateau State University: Applying Hedperf in a Terrorism-Threatened Context**: Manji Wapshak Kumdi
Paper 3: **The decoloniality of Zimbabwe Higher Education: An exploration of Education 5.0's Opportunities, Challenges and Possibilities:** Mabhanda Wilson
Paper 4: **Strategic Implementation of Competency Based Curricula: A Case Study of Successful Models in Africa**: Phoebe Mbiyu
12.30 – 1.00pm Q&A Session
1.00 – 2.30pm Lunch Break

2.30 – 4.30pm **PRESENTATIONS**
SESSION CHAIR: Prof. Janatti Kyogabiirwe
Paper 5: **Strategy Implementation and Sustainability within Technical and Vocational Education and Training (TVETs) in Nairobi County, Kenya:** Judith Mueni Kituto, Cendrine Akinyi Otieno, Evans Aasa
Paper 6: **Line Management Support and Knowledge Sharing Behaviors among Academic Staff in Higher Education Institutions: Mediation role of Interpersonal Trust**: Janiffer Namubiru, Mahadih, Lwanga Freddie, Nicola Muwanga, Edgar Muhimbise, Mutakirwa, Lke Sewate, Afulah Namatovu, Jonan Kiirya
Paper 7: **Implementation of teaching and learning innovations in public universities Case of Makerere University Business School**: Gideon Nkurunziza, Ahmad Walugembe, Kituyi Mayoka, Vincent Obedgiu, Andrew Habishuti, Naluwooza Ruqqaiya, Yosa Francis
Paper 8: **Strategic Leadership and service delivery in the Public Sector in Kenya**: Wambua Jedida

4.30 – 5.00pm *Q&A Session*
5.00pm *Departure at Leisure*

PARALLEL SESSION 3:

SUB-THEME 6: CATALYSING SOCIO-ECONOMIC TRANSFORMATION THROUGH DIVERSE SECTORAL SKILLS

VENUE: Zebra Hall

SESSION CHAIR: Prof. Sheila Namagembe-MUBS

10.30am – 12.30pm **Presentations**

Track 1-Optimising Procurement and Logistics for Efficiency

Paper 1: **Staff Integrity, Effort Quality to Sustainability and Green Public Procurement Adoption in Uganda**: Olema Hamiza, Donatus Mugisha Rulangaranga

Paper 2: **Payment Practices, Supplier Capability and Supplier Participation in Public Procurement. A Case of Private Firms in Gulu City, Uganda:** Lawino Giovanna, Olema Hamiza

Paper 3: **The Potential of Micro Business Ventures to Catalyze Household Income in Uganda-Poster Sessions**: Bagire Vincent, Juliet Wakaisuka, Henry Mutebi, Robert Mpakibi

Track 2-Financial and Economic Innovations

Paper 1: **Innovation Attributes and Islamic Insurance (Takaful) Adoption Decision: The Moderating Effect of Conventional Insurance premiums(prices):** Yusuf N. Katerega, Kadondi Faith Gabona, Nasser Polly Sibwomu

Paper 2: **The Role of Family Resources on Resilience of Family Businesses. A Developing Country Perspective**: Eunice Kabahinda

12.30 – 1.00pm Q&A Session

1.00 – 2.00pm Lunch Break

2.00 – 4.30pm **PRESENTATIONS**

SESSION CHAIR: Dr. Isaac Nkote-MUBS

Paper 3: **Intrapersonal Vs Interpersonal Religiosity: Which Drives Tax Compliance among Small Businesses?:** Atukwatse Bridget, Dean Agaba, Tumushabe Clare Kakuru, Laura Orobia

Paper 4: **Ethical Managerial Behavior and Fraud Management Practices in Banking Institutions: A multidimensional analysis**: Laura A. Orobia, Austin Mwange, Rachel Nturaninshaba, Justus Ayesigyem Barnabas Muganzi

Paper 5: **The Effect of Banking Sector Development on the Economic Growth in Kenya**: Erick Kipkirui and Manase Sirere Nakola

Paper 6: **Adoption of Electronic Banking Services in Standard Chartered Bank in Uganda**: Sumaya M. Kagoya, Kabikuru Joan Claire, Onyinyi Bernard

4.30 – 5.00pm *Q&A Session*

5.00pm *Departure at Leisure*

PARALLEL SESSION 4:

VENUE: Impala Hall

SESSION CHAIR: Assoc. Prof. Milburga Atcero -MUBS

Track 3- Sustainable Tourism and Hospitality Innovations

10:30 – 12:30pm **PRESENTATIONS**

Paper 1: **Sustainable Tourism and its Implications on Higher Education in Uganda:** Nassaka Sophia, Ssemambo Hussein Kakembo

Paper 2: Tourist Engagement and Response to Short Tourism Videos: A Netnographic Study of Uganda on Tiktok, Instagram Reels, and Youtube Shorts: Agaba Dean, Procia Kesande, Asuman Kabuzi, Benjamin Abasimana

Paper 3: **The Impact of AI on Service Delivery in 5-Star Hotels – Kenya**: Beth Kinya Ndumba, Winnie Njeru

Paper 4: Campusbite: A Smart, Location-Bound Food Delivery Platform for Students Using AI and Geofencing: Mukwaya Mark, Mbekeka Dianah, Mwenyi Kenneth

Paper 5: **Digital bridges: How marginalized craft entrepreneurs use Email and Facebook in community-based tourism spaces**: Kesande Provia

12.30 – 1.00pm Q&A Session

1.00 – 2.30pm Lunch Break

2.30 – 4.30pm **PRESENTATIONS**

SESSION CHAIR: Dr. Esemu Timothy-MUBS

Track 4- Marketing and Sustainable Smart Agriculture

Paper 1: **Green Marketing and Sustainability in the Insurance Industry: A Pathway to Responsible Growth**: Christine Boore

Paper 2: **The Moderating Effect of Firm Responses on Customer Complaint Behaviour and Customer Loyalty**: Mabel Birungi Komunda

Paper 3: **Is Uganda's Trade complementary with its EAC Partners**: Dr. Aaron Ecel

Paper 4: **Digital Marketing, Business Characteristics and Sales Performance of Wholesale Businesses in Nakawa Division, Kampala**: Joseph Sekitoleko, Mabel Birungi Komunda

Paper 5: **Requirements for a Multimedia Knowledge Management Agricultural Platform for Sharing Knowledge and Marketing Produce by Farmers in Uganda**: Engotoit Benard, Kituyi G. Mayoka, Kabaale Edward, Abima Bonface

Paper 6: Geographies of Knowledge and Power in International Management Studies in the Global South: Eutychus Ngotho Gichuru

Paper 7: **Sustainability practices and export performance of exporting firms in Uganda**: Mpiriirwe Rinah, Fred Muganga, Dr. Godwin Ahimbisibwe, Sophia Muwayi, Shareen Nahurira

Paper 8: Country of Origin effect and consumer loyalty to foreign brands in Uganda: A mediated moderated approach: Racheal Nakigudde, Denis K Kayondo, Ahmad Walugembe, Musa Kiggwe, Joseph Ntayi

4.30 – 5.00pm *Q&A Session*

5.00pm *Departure at Leisure*

Day 4: **Business Forum**

The MUBS AIMC Business Forum is a key strategic platform that provides an opportunity for the academic and the practitioners to engage with a wide range of stakeholders in trending issues in business and management. This one-day event builds on an academic conference and serves to bridge the gap between theory and practice. The Forum attracts the industry leaders in management and business to highlight challenges and successes in their operations, with the academia providing a theoretical context to why and how these successes and challenges occur.

This fora demystifies theory from practice and provides insights into a broad array of knowledge areas which are useful in providing solutions to challenges and explaining successes in business and management.

PROGRAMME OF EVENTS

FRIDAY, SEPTEMBER 26, 2025

Day Manager: Dr. Rogers Matama

PLENARY HALL: OPENING SESSION

VENUE: Crane Hall

SESSION CHAIR: Assoc. Prof. Rachel Mindra Katoroogo

ONLINE MODERATOR: Ms. Shakira Nagujja/Mr. Duncan Kato

08.30am – 09:00am – *Arrival & Registration*

09.00am – 10:00am

- **Welcome Remarks**: Assoc. Prof. Geoffrey Kituyi, 2025 Conference Chair
- **Opening Remarks**: Prof. Moses Muhwezi, Principal - MUBS
- **KEYNOTE ADDRESS**: ***The Future of Work: Developments in the Oil & Gas Sector and employability in Africa***: Mr. Ernest Rubondo, ED-Petroleum Authority of Uganda

10:00am – 10:30am – *Health Break*

10:30am – 11:30pm

SESSION CHAIR/MODERATOR: Mr. Richard Kawere-UHTTI

PANEL 1: BRIDGING THE SKILLS GAP: PUBLIC-PRIVATE PARTNERSHIPS FOR WORKFORCE READINESS

Presenters

- Dr. Fredrick Edward Kitoogo, Principal-UICT
- Dr. Dennis Aguma, Consultant & Lecturer/Birmingham University
- Ms. Martha Kiiza Kalema, Team Leader Portfolio Manager-Petroleum Revenue Investment Reserve
- Mr. Onesmus Oyesigye, Executive Secretary-UVTAB
- Ms. Loy K. Muhwezi, Commissioner-TVET Operations & Management, MoES

11.30 – 12.00pm Q&A Session

12.00-1:00pm **Empowering Entrepreneurs: Skills Development and Business Opportunities in Alternative Medicine**: Dr. Darlington Okafor, VP Director of Programs and Linkages, GCINM, Nigeria

1:00 – 2:00pm – *Lunch Break*

2:00pm – 3:30pm

SESSION CHAIR/MODERATOR: Dr. Mercy Kainobwisho, Registrar General-URSB

PANEL 2: THE FUTURE OF WORK: DIGITAL TRANSFORMATION AND EMPLOYABILITY IN AFRICA

Presenters:

- Mr. John Peter Mujuni, ED-Microfinance Support Centre
- Mr. Joseph Lutwama, Director of Research & Insights -Financial Sector Deepening Uganda
- Ms. Goretti Masadde, CEO-Uganda Institute of Banking and Financial Services
- Ms. Jackie Mbabazi, Business Relationship Manager-ACCA Uganda

3.30 – 4.00pm Q&A Session

4.00pm – 4.30pm

- **OFFICIAL CLOSURE**: Mr. Ivan Asiimwe (CPA); Sec. General-Uganda Cooperatives Alliance
- *Cocktail & Departure at Leisure*

ACADEMIC-INDUSTRY COLLABORATION: A CATALYST FOR INNOVATION, EMPLOYABILITY, AND UGANDA'S SOCIO-ECONOMIC TRANSFORMATION

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The increasing complexity of global challenges necessitates innovative solutions, which can be effectively facilitated through academia-industry collaboration. This paper examines the potential of such collaboration in driving innovation, enhancing employability, and fostering Uganda's socio-economic transformation. It draws insights from a qualitative empirical study conducted at a Ugandan management development institute to explore how academic-practitioner knowledge-sharing occurs. The study pursued three key objectives: (1) to explore the various knowledge-sharing avenues at the institute, (2) to identify the benefits and challenges of such knowledge-sharing, and (3) to propose strategies and a framework for enhancing effective knowledge-sharing and collaboration between academia and practitioners. Data were collected through in-depth interviews with 14 academic staff and 12 practitioners from diverse organisational settings in Uganda, and thematic analysis was employed to identify patterns in academia-practitioner engagement.

Findings indicate that training and consultancy services are the primary avenues for knowledge-sharing, while collaborative research is increasingly gaining traction. The study also highlights several benefits of academia-practitioner knowledge-sharing, including access to new knowledge and innovation, enhanced research relevance, and improved managerial skills that enhance graduate employability. However, several challenges impede effective collaboration, including misaligned institutional priorities, communication barriers, time constraints, and concerns over intellectual property rights. To address these challenges, the study proposes strategies that emphasise the importance of establishing clear collaboration objectives, fostering mutual understanding, building trust and respect, enhancing communication, and providing institutional support through incentives. These findings align with the conference theme, Revolutionalising Skills-based Education for Socio-Economic Transformation and Employability, by underscoring the crucial role of academia-industry partnerships in fostering a knowledge-driven economy. The proposed framework offers valuable insights for policy-makers, educators, and industry leaders seeking to strengthen knowledge-sharing mechanisms and integrate skills-based education with industry needs. By fostering stronger academia-practitioner collaboration, Uganda can unlock its potential for innovation-led socio-economic growth, bridging the gap between education and industry, enhancing employability, and equipping graduates with relevant competencies for the evolving labour market.

Keywords: Academia-industry collaboration, Knowledge-sharing, Innovation, Employability, Socio-economic transformation.

BRIDGING THE GAP: INTEGRATING ENTREPRENEURIAL MINDSETS INTO SKILLS-BASED EDUCATION FOR SOCIO-ECONOMIC TRANSFORMATION IN EAST AFRICA

Fredrick Githui
University of Nairobi, Kenya

The development of African economies is based on constructing a skilled yet entrepreneurial, resilient, and opportunity-generating workforce that can thrive in dynamic labor markets. In the midst of policy innovation in technical and vocational education and training (TVET), most of the graduating cohorts in East Africa are either unemployed or underemployed. This paradox necessitates a rush towards revamping the design and provision of skills-based education towards being closer to entrepreneurial skills and realities of need. This paper explores how entrepreneurial mindset has been incorporated into East Africa's skills-based education system, particularly focusing on Kenya and Uganda. The study examines how entrepreneurship is conceptualized, taught, and executed in TVET schools, and how academic-industry collaboration can be optimized to facilitate innovation, employment, and socio-economic development.

The study adopts a mixed-methods approach involving a survey of 200 TVET students and teachers from 12 schools as well as in-depth interviews of 25 stakeholders comprising education policy-makers, curriculum specialists, entrepreneurs, and industry representatives. Additionally, three case studies of successful entrepreneurial education ecosystems that span from public-private partnerships to technology-based learning platforms to startup incubators are discussed in order to glean lessons related to scalability and contextual flexibility. Few of the important findings are that while entrepreneurship is being integrated into vocational training syllabi, it is primarily addressed in a peripheral way rather than as an essential set of skills. Most of the institutions lack appropriate teaching materials, entrepreneurial mentors, and experiential exposure for the students. But it is such programs that incorporate experiential learning, mentorship, digital innovation, and strong community connections that are seen to exhibit much better outcomes in student participation rates as well as rates of self-employment. The study also finds the uplifting impact of locally rooted entrepreneurial education that integrates indigenous knowledge systems as well as socio-cultural realities. It presumes an approach of contextual embedding of entrepreneurship in skills-based education in East Africa. The model places four pillars first: curriculum re-design with a critical thinking emphasis, opportunity identification, and value creation; strategic partnerships between academia and business; capacity building among teachers through exposure to entrepreneurial practice; and facilitative policy environments for enterprise and innovation development.

This paper contributes to theory and practice by providing evidence-based solutions for enhancing the effectiveness and relevance of skills-based education. It aligns with the AIMC 2025 theme by posing the question of how educational innovation, as directed by participatory research and founded on African realities, can redesign employability and drive inclusive socio-economic transformation.

Keywords: Entrepreneurship Education, Skills-Based Learning, TVET, Socio-Economic Transformation, Employability, East Africa, Kenya, Uganda, Innovation

SERVICE-CENTRED ENTREPRENEURSHIP EDUCATION FOR THE HOSPITALITY INDUSTRY

Ifeoma Nwabachili
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The hospitality industry is inherently service-driven and multisectoral, encompassing areas such as food and beverage, accommodation, tourism, and events. Unlike product-based industries, hospitality relies on intangibles such as customer

experience, service quality, and human interaction. However, entrepreneurship education in Nigerian hospitality programmes remains largely generic and product-focused. Despite policies mandating entrepreneurship training across Technical and Vocational Education and Training (TVET) and University systems, implementation often fails to reflect the unique characteristics of service delivery in hospitality. This study aims to: Investigate the current status of entrepreneurship education in hospitality institutions in Nigeria, identify gaps in aligning entrepreneurship education with the service-oriented nature of the industry and propose a redefined, service-centred model of entrepreneurship education that supports employability and socio-economic transformation.

Using a qualitative, exploratory approach, the study drew on: Content analysis of entrepreneurship curricula from selected Nigerian hospitality programme, Policy review, particularly focusing on frameworks developed by the National Board for Technical Education (NBTE) and Case-based observations of classroom practices, student projects, and institutional structures.

Findings reveal a disconnect: While entrepreneurship is widely introduced, many programmes still rely on traditional business modules with limited relevance to the hospitality sector. Key gaps include lack of service-specific training, insufficient mentorship, limited exposure to innovation, and poor industry-academic collaboration. The study highlights the need for students to acquire not only entrepreneurial skills but also soft skills such as customer-centric thinking, service marketing, ethical leadership, and innovation management.

The study recommends a restructured entrepreneurship curriculum that: Integrates real-world applications and incorporates service-centred modules tailored to hospitality enterprises, promotes interdisciplinary collaboration, especially with technology and business faculties.

By repositioning entrepreneurship as a core service-oriented competence, hospitality education can be revolutionized to better equip students for employability, enterprise development, and socio-economic impact.

Keywords: Entrepreneurship Education, Hospitality, Skills-Based Learning, Service Industry, Employability

DESIGN AND CONSTRUCTION OF A SOLAR POWERED SILVER - FISH DRYER FOR ENHANCING FOOD SECURITY AND ECONOMIC LIVELIHOODS OF FISHING COMMUNITIES IN EAST AFRICA

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The aim of this study was to design and construct a solar-powered silver-fish dryer that would help reduce the post-harvest losses experienced by fishing communities in East Africa. The system was developed with the goal of promoting food security, improving preservation methods, and enhancing the quality of dried silver-fish. The construction process involved welding, wiring, and soldering various materials, with the trays made from wood and metallic meshes measuring 37 cm by 33 cm. The fabricated cover was also made of wood and measured 47 cm by 63 cm. Three 100-watt bulbs were utilized as heaters, while a CM 3024Z charge controller was connected to a 20W solar panel to manage energy flow.

The system was successfully designed and constructed as planned. The direct current (DC) supplied to the dryer was 12 volts. The temperature sensor operated at 5 volts, the heater at 120 volts,

and the fan at 12 volts. The charge controller regulated the solar panel's energy supply to the battery, and the inverter converted the direct current to alternating current (AC) to power both the fan and the heater, thereby minimizing energy losses. The dryer system ensures continuous drying, regardless of weather conditions, by efficiently harnessing solar energy to power the heating system. This results in improved cleanliness, reliability, and the ability to dry large quantities of silverfish effectively.

LINE MANAGEMENT SUPPORT AND KNOWLEDGE SHARING BEHAVIORS AMONG ACADEMIC STAFF IN HIGHER EDUCATION INSTITUTIONS: MEDIATION ROLE OF INTERPERSONAL TRUST

Janiffer Namubiru, Mahadih Kyambade, Dr. Lwanga Freddie, Ms. Nicola Muwanga, Mr. Edgar Muhimbise Mutakirwa, Afulah Namatovu, Luke Sewante, Mr. Jonan Kiirya
Makerere University Business School

Purpose - The study examines the mediating role of interpersonal trust in the relationship between line management support and knowledge sharing behavior among academic staff in universities.

Methodology - This study employed a quantitative approach to examine the relationships between line management support, interpersonal trust, and knowledge sharing behavior among academic staff in selected universities in Kampala District. The population comprised 2,669 staff, with a sample size of 336, data collected via self-administered questionnaires. SPSS was used to analyze the data, including regression analysis to assess the effects of line management support and interpersonal trust on knowledge sharing behavior.

Findings - Results indicated a significant positive relationship between line management support and knowledge sharing behavior ($r = .319$, $p < .01$), as well as between interpersonal trust and knowledge sharing behavior ($r = .376$, $p < .01$). Additionally, a strong positive relationship was found between line management support and interpersonal trust ($r = .665$, $p < .01$). Regression analysis showed that both factors explained 14.3% of the variance in knowledge sharing behavior. Mediation analysis revealed that interpersonal trust fully mediates the relationship between line management support and knowledge sharing behavior.

Practical implications - The findings suggest that university line managers should foster mechanisms to build trust among academic staff, which in turn can enhance knowledge sharing behavior and improve organizational competitiveness.

Originality - This study makes a novel contribution by empirically examining the mediating role of interpersonal trust in the relationship between line management support and knowledge sharing behavior among academic staff in Ugandan universities, a context that has received limited scholarly attention.

PREDICTIVE ANALYTICS FOR CLIMATE-RESILIENT AGRICULTURE: INTEGRATING AI AND EMERGING TECHNOLOGIES IN SEED CROP MANAGEMENT IN UGANDA

Geoffrey D. Odokonyero[1] , Fredrick E. Kitoogo[2], Agnes Freda N. Lumala[3]
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This study explores the application of predictive analytics, artificial intelligence (AI), and emerging technologies to enhance climate-resilient agriculture in Uganda, with a focus on seed crop management. Amidst escalating climate variability, smallholder farmers face significant challenges in maintaining crop productivity and food security. Leveraging ICT and digital innovations, this research proposes a framework integrating AI-driven predictive models, IoT sensors, and satellite data to optimize planting schedules, pest control, and irrigation for seed crops.

The methodology involves collaborative fieldwork with agricultural stakeholders, deploying sensor networks to collect real-time soil and weather data, and training machine learning models to predict climate impacts on crop yields. Preliminary findings highlight the potential of these technologies to reduce input costs, improve yield predictability, and empower farmers through mobile-based decision-support tools. The study also examines policy implications for scaling such innovations, emphasizing public-private partnerships and skills-based training.

By bridging gaps between technology, education, and practical farming needs, this research contributes to sustainable agricultural practices and aligns with Uganda's broader goals of employability and socio-economic resilience. The results aim to inform policymakers, educators, and agribusiness leaders on actionable strategies for climate adaptation.

Keywords: Predictive analytics, AI in agriculture, climate resilience, seed crop management, ICT for development, Uganda.

STRATEGY IMPLEMENTATION AND SUSTAINABILITY WITHIN TVETS IN NAIROBI COUNTY – KENYA

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For organizations to thrive, strategy implementation is critical. Organizations globally, both large and small, invest billions in strategy formulation, yet often recognize the role of implementation only as secondary. The success level of strategy implementation is dismally low, with only 10 to 30 percent of anticipated strategies being successfully implemented worldwide. Technical and Vocational Institutions (TVETS) are key to the performance of any country. Still, the lack of effective strategy implementation is a big challenge management have not been able to deal with more so in Kenya. The general objective of this study was to establish the challenges of strategy implementation within TVETS in Nairobi Kenya. The study also sought to examine how the TVETs overcome the challenges encountered in strategy implementation. The study adopted a descriptive cross-sectional research design. Qualitative aspects were studied using qualitative research design. The population of interest was 123 licensed TVETS in Nairobi hence a census was employed. Both closed-ended and open-ended structured questionnaire were used to collect primary data. Quantitative data was analyzed using descriptive statistics while the qualitative data was analyzed using content analysis. The findings revealed that the strategy implementation process in TVETS is confronted with various challenges spanning from inadequacy of resources (financial resources, human resources, physical resources and technological resources), inadequate stakeholder involvement, low adherence to policies and regulations related to strategy implementation, weak support of the administrative and managerial staff, insufficient infrastructural support and technological related challenges. Other challenges identified include inadequate monitoring and evaluation, external and unforeseen circumstances, low commitment from the leadership, inconstant and changing priorities, complexity of the strategy, resistance to change and misaligned organizational culture. The lack of effective strategy implementation in Kenya's TVET sector has resulted in poor alignment with industry needs, leading to skills gaps. Additionally, inadequate funding and inconsistent policies have hindered the development of modern infrastructure and quality training programs. The findings revealed that the challenges had been overcome through adequate resource allocation, industry collaborations, streamlining leadership structures, employee involvement, adequate training and capacity building as well as having flexible organizational structures. The recommendations include the allocation of adequate resources to the strategy implementation process to ensure successful implementation of strategy, practice the

programs by extending attachment periods and internship to increase employability and skills acquision, Industry collaboration to tap into expert instructors and leverage on the human resource, creating synergies between the employees, designing programs that reduce resistance to change, adequate stakeholder involvement at the strategic planning phase, creating opportunities to train and equip employees with adequate skills and knowledge to adequately implement strategies.

TECHPRENEUR SKILLING AND MENTORSHIP PROGRAM: SCALING UP WHILE SUSTAINING COMPETITIVE EXCELLENCE, LESSONS FROM A PILOT PROGRAM

Agnes Freda N. Lumala[1], Fredrick E. Kitoogo[2], Geoffrey D. Odokonyero[3]
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The growing disconnect between academia and industry demands has created an urgent need for innovative skilling solutions. Employers globally report significant productivity losses from retraining graduates in basic workplace competencies (Chartered Management Institute, 2021), while research demonstrates how integrated mentorship programs can effectively bridge this gap (Bolton King, 2022; Harvard Business School, 2025). In Uganda, initiatives like Makerere University's STEM mentorship and Kyambogo's Women in Engineering program have shown promising results. This context frames our evaluation of the Techpreneur Mentorship Program - a collaborative effort between Uganda's Ministry of ICT, ITU, and private sector partners that uniquely combines technical training in software/IoT with entrepreneurial business skills.

The program's industry-aligned approach yielded exceptional outcomes, directly addressing the conference sub-themes of Entrepreneurship (Sub-theme 1) and ICT for Development (Sub-theme 3). Among 80 launched startups, two student innovations from Uganda Institute of Communication Technology AgriCure AI and Terramoist AI placed in Uganda's top three national innovations, with Terramoist AI winning the 2024 national pitch competition. The program's success stems from its adaptive curriculum, peer-learning networks, and structured mentor feedback components that maintained quality during scaling while fostering an ecosystem where 60% of participants secured tech employment or launched viable businesses.

These achievements demonstrate how reconceptualized curricula (Sub-theme 4) can drive socio-economic transformation. The program's crowning validation came when a Terramoist AI representative earned selection to the 2025 ITU Global Youth Summit, showcasing Uganda's innovation potential on the world stage. Such outcomes underscore how mentorship programs can decolonize education by making it responsive to both local needs and global opportunities, while creating measurable impacts in employability and enterprise development.

This study offers policymakers and educators a replicable framework for human capital development, with key lessons on: maintaining quality during program expansion; fostering university-industry collaboration; and designing curricula that balance technical skills with entrepreneurial mindset development. As the conference seeks solutions for skills-based education revolution, this program provides compelling evidence that targeted mentorship can transform graduates into job creators and competitive professionals, while addressing Uganda's specific development challenges through ICT-enabled solutions.

Keywords: Techpreneurship, mentorship models, scalable education, innovation, skills-based training, Uganda.

INDUSTRIAL TRAINING PROGRAMS AND STUDENT COMPETENCY DEVELOPMENT IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET) INSTITUTIONS IN UGANDA

Mugenyi Moses
Uganda Institute of Information and Communication Technology

This study aimed to examine the influence of industrial training programs on the development of student competencies within Technical and Vocational Education and Training (TVET) institutions in Uganda, guided specifically by the objective of assessing the extent to which structured industrial training impacts student competency development, including technical skills, cognitive abilities, professional growth, and workforce readiness. Given the increasing demand for skilled professionals and Uganda's need to align its workforce with global standards, understanding how industrial training shapes student competencies is essential for both educational improvement and economic development.

Employing a mixed-methods research approach embedded in a cross-sectional research design, the study integrated quantitative and qualitative methodologies to achieve robust insights. Structured questionnaires and semi-structured interviews served as primary data collection instruments, enabling comprehensive and triangulated analysis. The sample consisted of 245 respondents, including students, trainers, industrial training supervisors, and curriculum developers from selected TVET institutions across Uganda. Quantitative data from questionnaires were statistically analyzed to determine the relationship between industrial training experiences and student competencies. Qualitative data, gathered from interviews and open-ended survey items, provided deeper insights into stakeholder perceptions, attitudes, and experiences regarding industrial training effectiveness and integration.

Findings revealed that industrial training significantly and positively influenced student competency development, accounting for approximately 19.8% of the variance in outcomes. Respondents consistently highlighted improvements in practical technical skills, problem-solving abilities, teamwork, professional networking, and overall employability resulting from industrial training programs. Students and trainers alike underscored the critical role of these programs in preparing trainees for the realities of the modern workplace, equipping them with relevant skills, creativity, and adaptability necessary in contemporary industrial settings.

However, the study also identified significant gaps and areas needing enhancement. Respondents pointed to weaknesses, particularly the inadequate alignment of industrial training programs with existing TVET curricula, insufficient duration of practical training periods, and suboptimal matching of students to relevant industry placements. Additionally, qualitative feedback suggested the need for stronger institutional partnerships with industry stakeholders to ensure training relevance and effectiveness.

Consequently, the study recommends that TVET institutions in Uganda actively pursue closer collaboration with industry partners, improve curriculum-industry alignment, increase the duration and quality of industrial training periods, and ensure regular monitoring and evaluation of industrial training outcomes. These strategic improvements are expected to maximize the potential of industrial training programs, ensuring TVET graduates in Uganda are effectively prepared with competencies aligned to industry demands and capable of contributing meaningfully to the country's socioeconomic development.

TOWARDS RESPONSIBLE AI IN AFRICA: ENHANCING THE FAT FRAMEWORK FOR SKILLS-BASED EDUCATION

Namuwaya Hajarah Ali
Makerere University Business School

Background

The rapid rise of Large Language Models (LLMs) – such as GPT-4 and other AI chatbots – is transforming how skills-based education and training are delivered globally. In Africa, these technologies hold promise for revolutionizing learning and employability by providing personalized tutoring, language translation, and digital workforce training. However, their deployment also raises serious fairness and ethical risks in the African context. Unchecked LLMs can perpetuate biases and cultural insensitivities, spread misinformation, and exacerbate digital exclusion, ultimately undermining socio-economic transformation efforts.

Objectives

This study set out to **identify** the key fairness and ethical challenges posed by LLMs in African settings, especially as they relate to inclusive education and employability. Guided by these insights, it then aimed to **develop** a contextualized framework to mitigate the identified challenges, ensuring LLM deployments are fair, culturally responsive, and beneficial for all stakeholders.

Methodology

A mixed-methods approach was employed. First, an extensive literature review examined existing AI ethics frameworks and documented cases of LLM biases. Building on the well-known Fairness, Accountability, and Transparency (FAT) model, the research incorporated **African-specific enhancements** through qualitative fieldwork. Expert interviews, focus group discussions, and surveys were conducted with a diverse range of stakeholders – including AI developers, educators, ethicists, linguists, and disability advocates – across the region. Insights from these stakeholders helped tailor the framework's dimensions to African realities (e.g., local language inclusion, cultural values, community governance). The resulting framework extends the FAT principles by adding components for linguistic inclusivity, cultural relevance, community-driven accountability, and misinformation prevention.

Key Findings

The investigation revealed several critical issues with current LLMs, notably **biases** in model outputs and datasets. These biases included gender-based stereotypes, underrepresentation of people with disabilities, and a linguistic preference for dominant languages over indigenous African languages. Additionally, LLMs demonstrated a propensity to generate misinformation or culturally inappropriate content when context is not carefully managed. These shortcomings lead to the **exclusion** of marginalized groups from fully benefiting from AI-driven education and services. The findings underscored the urgent need for an ethical framework that addresses these gaps.

Conclusion & Relevance

The study presents an enhanced ethical AI framework as a practical tool for guiding LLM deployment in African education and training contexts. By proactively addressing fairness and ethics, the framework enables educational institutions, AI developers, and policymakers to integrate AI-powered learning solutions **responsibly**. This ensures that innovations like intelligent tutoring systems or automated career advice platforms promote inclusive digital education and equitable skill-building, rather than reinforcing biases. Ultimately, the framework contributes to **revolutionizing skills-based education** in Africa by aligning AI use with socio-economic transformation and improved employability for all.

TEAM COHESION AND EFFECTIVE PROJECT COMMUNICATION AMONG WASH PROJECTS IN UGANDA: THE MEDIATING ROLE OF INTERACTION RESONANCE

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Purpose
The study aimed at examining the relationship between team cohesion, interaction resonance and effective project communication of Rotary – USAID WASH projects in Uganda.

Design/methodology/approach – Guided by complexity theory, the study adopted a cross sectional-quantitative design, using the questionnaire tool to collect data from a sample of 229 respondents composed of project implementing partners, local government representatives beneficiary representatives (health center supervisor/School heads / community coordinators,) in the North, Central East and Central West regions of Uganda. Before conducting correlational tests, the data was subjected to validity and reliability tests and the aCronbach alpha of over 0.70 was obtained which indicated that the data met the threshold of 0.7 and thus the instrument was reliable. The content validity index was also used to test the validity of the variables measurement models. The results indicate that all the variable CVIs were above 0.75,an indication that the measurements for all the variables were valid.

Findings
Using Statistical Package for Social Scientist (SPSS) and sobel test for mediation, the findings indicate that a full mediation effect of interaction resonance in the relationship between team cohesion and effective project communication in WASH projects an indication that team cohesion does not directly influence effective project communication but through interaction resonance.

Research limitations/implications –The study was cross-sectional which is limited to a particular occasion of measurement hence it inhibited the ability to test behavior change over time given that perceptions and beliefs of respondents change over time, there is need for a longitudinal study to explore the influence of team cohesion. The study however indicates the dire need to prioritize interaction resonance in the communication activities of the WASH projects. The study recommends project teams and project implementing partners to improve team cohesion through encouraging not only commitment in the project activities but also develop strong bonds built on interaction with each other and the beneficiary representatives. The level of interaction will enhance effectiveness of a team and through this the effectiveness of communication in the project will be achieved.

Originality/value - The manuscript offers the first cross-national quantitative study on team cohesion, interaction resonance and effective project communication in Rotary-USAID WASH projects in Uganda. It presents valuable empirical insights on a trending topic in the discipline, highly relevant for both academics and practitioners.

Key words: Interaction Resonance, Team cohesion, Effective project communication.

Paper type: Research paper

A DIMENSIONAL ANALYSIS OF COMMUNICATION MANAGEMENT IN THE IMPLEMENTATION OF POVERTY ALLEVIATION PROJECTS

Olivia Tusingwire[1], Doreen Kabadaaki[1], Pricillah Tumwebaze[1]
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Purpose: The purpose of this paper is to establish the influence of the dimensions of communication management on the implementation of poverty alleviation projects among Persons with Disabilities (PWDs) in Mbarara City, Uganda.

Design/methodology/approach: This study is a cross-sectional type that used structured questionnaires administered to 130 project staff and beneficiaries from various poverty alleviation initiatives targeting PWDs. Data collected were analyzed using SPSS version 21.

Findings: The results reveal a significant and positive relationship between communication management and project implementation. Specifically, each dimension of communication management contributes uniquely to enhancing implementation outcomes, with information sharing emerging as the most influential. The findings highlight the role of participatory and structured communication in fostering transparency, stakeholder engagement, and overall project effectiveness.

Research limitations/implications: This study employed a quantitative design within a single urban setting. Therefore, it is likely that the results may not be generalized to other settings. Additionally, a longitudinal design may offer insights into how communication management influences project implementation over time.

Relevance: The study empirically demonstrates that communication management; particularly information sharing and utilization, is an important skill for successful project implementation, especially in poverty alleviation initiatives targeting marginalized groups such as Persons with Disabilities. By stressing communication as a transformative competency that enhances transparency, inclusivity, and stakeholder engagement, the study provides actionable insights for embedding practical, project-based communication skills into skills-based education curricula. This orientation reinforces the role of structured, inclusive communication training in producing employable graduates capable of contributing to socio-economic transformation.

Keywords: Communication management, information sharing, project implementation, poverty alleviation, persons with disabilities (PWDs), Mbarara, Uganda
Paper type: Research paper

A FRAMEWORK FOR ENHANCING MOTORCYCLE SAFETY IN UGANDA: LEVERAGING INFORMATION AND COMMUNICATION TECHNOLOGY TO ADDRESS CHALLENGES AND IMPROVE RIDER PROTECTION

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Motorcycle taxis ("boda-bodas") are indispensable to Uganda's transportation ecosystem but pose severe safety risks, accounting for 52.8% of national road traffic injuries and fatalities. Despite the emergence of ICT-driven solutions (e.g., GPS tracking, ride-hailing apps), adoption remains critically low due to affordability gaps, digital illiteracy, infrastructural deficits, and regulatory ambiguities. This study addresses this gap by designing and validating an ICT-led framework to enhance motorcycle safety in Uganda. Employing a Design Science Research (DSR) methodology, the research integrates mixed methods (quantitative surveys with 384 randomly selected boda-boda riders in Kampala and qualitative interviews with 15–20 purposively sampled policymakers) to identify safety challenges, ICT adoption barriers and to assess regulatory feasibility. Key objectives include identifying safety challenges and ICT barriers, determining critical requirements for an ICT safety framework, designing an integrated framework incorporating real-time monitoring, data analytics, and digital training tools and finally, validating the framework's usability and effectiveness. Preliminary findings from literature review highlight gaps in existing ICT innovations: limited focus on motorcycle-specific risks, high costs, infrastructure dependency, and neglect of Uganda's socio-cultural context. The proposed framework prioritizes affordability, offline functionality, and rider-centric design to overcome these barriers. Expected outcomes include a validated, scalable ICT framework to reduce accidents, improve emergency response, and inform national road safety policy. This research contributes to sustainable mobility in low-resource settings by bridging technology, policy, and rider protection.

Keywords: ICT for Road Safety, Motorcycle Safety, Boda-boda, Design Science Research, ICT Adoption Barriers, Real-time Monitoring, Rider Protection.

AN ESSENTIAL NEED FOR RURAL ENTREPRENEURSHIP AND INNOVATION IN REDUCING POVERTY RATE IN SOUTH AFRICA

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Entrepreneurship and innovation are essential for poverty reduction, economic growth and development. However, the rate at which rural households strive to be innovative and develop their entrepreneurial skills is hampered by several challenges. The purpose of this study is to assess the important needs for rural entrepreneurship and innovation in reducing the poverty rate in rural Eastern Cape Province of South Africa. The study utilised a qualitative research approach, which comprised a review of literature for collecting the data. The results of the study show that entrepreneurship and innovation hugely contribute to poverty reduction in the Eastern Cape. Entrepreneurship and innovation contribute to poverty reduction through skill development, creation of jobs, social responsibility and accessibility and availability of goods and services. Thus, there is an urgent need for relevant stakeholders and the government to create a favorable environment for people in rural areas in the Eastern Cape in order to be fully involved in entrepreneurship and innovative activity.

KEYWORDS: Development, Economic Activity, Entrepreneurship, Obstacle, Poverty, Unemployment

ARTIFICIAL INTELLIGENCE AND EMPLOYEE WELL-BEING: AUTONOMY AS A MEDIATING MECHANISM IN CHINA'S HEALTHCARE SECTOR

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This study examines job autonomy mediation role in the relationship between Artificial Intelligence (AI) application and employee well-being (EWB) in China's healthcare sector. Integrating the Job Demands-Control (JDC) model and Job Demands-Resources (JD-R) theory, the study employed a quantitative survey of medical professionals to collect and analyze the data. The findings reveal that AI enhances EWB both directly and indirectly by increasing job autonomy, which serves as a critical psychological mechanism. The study bridges theoretical divides by demonstrating autonomy's dual role, acting as a mediator (per JD-R theory) and a buffer (per JDC model) in technology-driven workplaces. Empirically, it challenges concerns about AI's deskilling effects, showing instead that AI can empower employees when designed to preserve autonomy. Practical implications highlight the need for human-centered AI implementation, participatory workplace policies, and training programs that enhance employee control over AI tools. The study contributes original insights by contextualizing autonomy's mediating role in a high-stakes, rapidly digitizing sector, offering a framework for balancing technological efficiency with workforce well-being.

Keywords: Artificial Intelligence, Job Autonomy, Employee Well-Being, JD-R Theory, Jib Demands Control Model, Healthcare, China.

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ASSESSING STAFF AWARENESS AND COMPLIANCE WITH THE DATA PROTECTION AND PRIVACY ACT IN UGANDAN HIGHER EDUCATION INSTITUTIONS: EDUCATIONAL ATTAINMENT AS A MODERATOR

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The protection of personal data has become a critical concern in Ugandan higher education institutions (HEIs) amid increasing digitization and expanding regulatory demands. Enacted in 2019, the Data Protection and Privacy Act (DPPA) provides a national legal framework to safeguard personal data. However, institutional compliance remains inconsistent due to gaps in awareness, training, and technical capacity. This study assessed the influence of staff awareness, operationalized through knowledge, attitude, and behavior on DPPA compliance, and examined the moderating role of educational attainment. A quantitative cross-sectional survey was conducted with 384 staff members from a large Ugandan public university. Using SPSS version 26, the data were analyzed through descriptive statistics, Pearson correlation, multiple regression, and hierarchical moderated regression. Results showed that behavior ($\beta = 0.434$, $p < 0.001$) was the strongest predictor of compliance, followed by attitude ($\beta = 0.268$, $p = 0.002$) and knowledge ($\beta = 0.159$, $p = 0.026$). The overall regression model explained 56.7% of the variance in compliance ($R^2 = 0.567$, $F(3,168) = 71.928$, $p < 0.001$). Moderated regression revealed that educational attainment significantly enhanced the effects of knowledge and behavior on compliance, increasing explained variance to 60.7% ($R^2 = 0.607$, $F(11,157) = 22.009$, $p < 0.001$). The study concludes that awareness, particularly behavior, is a strong determinant of DPPA compliance in HEIs. The study further confirms that education level strengthens the translation of staff knowledge and behavior into consistent compliance. The study recommends targeted awareness programs, regular capacity-building workshops, and tailored compliance training for staff at different educational levels. Institutional leaders should also integrate DPPA requirements into policy frameworks and operational procedures to promote a sustainable culture of data protection in Ugandan HEIs.

Keywords: Data Protection and Privacy Act, awareness, compliance, knowledge, attitude, behavior, educational attainment, higher education, Uganda

BRIDGING THE SKILLS GAP: INTEGRATING DIGITAL AND ENTREPRENEURIAL COMPETENCIES INTO COMMERCE AND MARKETING EDUCATION IN EMERGING ECONOMIES; A CASE STUDY OF RWANDA

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This study examines the integration of digital and entrepreneurial skills into commerce and marketing education in Rwanda. Surveys were conducted among 150 final-year business students across five institutions, and interviews were held with faculty and industry employers. Findings revealed that 85% of employers reported a lack of digital marketing proficiency among graduates, while only 21% of students felt confident using digital tools. The research identifies critical gaps in curricula and proposes a competency-based education model tailored for emerging economies. Strengthening practical training and digital capacity is essential for Rwanda's economic development.

Key words: Skills-Based Education, Digital Competencies, Entrepreneurial Skills, Commerce Education, Marketing Curriculum.

CAMPUSBITE: A SMART, LOCATION-BOUND FOOD DELIVERY PLATFORM FOR STUDENTS USING AI AND GEOFENCING

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CampusBite is a mobile-first, location-bound food delivery application targeting university campuses in Uganda. This innovation leverages AI-based meal recommendations, geofencing for order eligibility, and mobile money integrations to connect students to affordable, vetted local food vendors. The platform was designed and tested at the UICT Innovation Hub under UCC's Testbed Program. This paper explores the development approach, user experience feedback, and its socio-economic impact on student welfare and vendor engagement. Results show promising potential in improving access to affordable meals while promoting digital entrepreneurship.

Keywords: AI in food delivery, geofencing, student innovation, campus apps, mobile payments, UICT, National ICT Innovation Hub

COACHING INFLUENCES SERVICE DELIVERY AS A KEY MANAGEMENT DEVELOPMENT PRACTICE IN PUBLIC UNIVERSITIES IN KENYA

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This paper adapts the definition of Coaching as a one-to-one process of assisting employees to grow their career and to improve their performance through the provision of constant feedback, encouragement and raising awareness by scrutinizing the present and predicting the future. This study premises that coaching is also a developmental practice that employers embrace in organization that enables and empowers people and opens new opportunities for learning through which improved performance is attained. This study focused on coaching and how it influences service delivery in public Universities in Kenya. In the quest for organization to perform or deliver their service they need to inculcate coaching as a tool that will ensure that they have a sustained competitive advantage. This paper reveals how universities have embraced coaching as a management development. This study was conducted in public universities located in the south western Kenya.

Keywords: Coaching, Human Resource, Service Delivery, Competence, Expertise

CLICKTOASSIST: AN AI-POWERED DIGITAL PLATFORM FOR TRANSFORMING SERVICE ACCESSIBILITY IN UGANDA'S INFORMAL ECONOMY

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Let's be honest—anyone who's tried finding a reliable plumber in Kampala knows the frustration. Our research tackles this everyday nightmare head-on. We developed ClickToAssist, an AI-powered platform specifically engineered to solve the chronic trust and accessibility problems plaguing Uganda's informal service sector. Forget those generic ride-hailing clones; this is different. Through rigorous field testing with 250 service providers and 1,200 customers across Kampala, we demonstrated that purpose-built digital platforms can dramatically restructure informal market dynamics. The results? An 87% reduction in service search time, 76% higher customer satisfaction, and—here's the kicker—a 63% increase in income stability for service providers. Our AI matching

algorithm achieved 92% accuracy by incorporating local contextual factors that global platforms completely ignore. Why does this matter? Because when digital solutions actually understand the messy reality of African informal economies rather than imposing Silicon Valley templates, they don't just connect people— they rebuild market trust from the ground up. This isn't just another app; it's evidence that contextually intelligent technology can transform how informal service markets operate across the Global South.

Keywords: Algorithmic trust; Informal service markets; Context-aware AI; Digital platform economy; Service matching; Uganda; Market fragmentation

CRISIS LEADERSHIP ADAPTABILITY: SYSTEMATIC LITERATURE REVIEW

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Crisis leadership among global actors is a growing phenomenon in both the developed and the developing world. It is characterised by increasing failures in collaboration, innovation and adaptation to change as exemplified by the fuzzy global response to climatic change. It is critical that leaders learn to quickly adapt in times of crisis. Present research effort in mainstreaming academic discourse on leadership crisis adaptability (CLA) appears fairly unclear. Accordingly, **Purpose**: This systematic literature review sought to examine the existing body of knowledge on crisis leadership adaptability, with a focus on identifying the antecedents and mapping out the status of methodologies, theories, and research gaps that are associated with the study of CLA. **Methodology**: Using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, a total of 41 articles were selected for analysis.

Findings: The findings suggest that social factors such as communication and emotional intelligence dominate as the antecedents, while the economic and cultural factors, community engagement and social capital have been barely considered in the study of CLA. Theoretically, current research on CLA appears to be anchored on largely three theories; the grounded theory, dynamic capabilities theory and contingency theory. Case studies and mixed methods emerged as the dominant approaches preferred for the study of CLA. Accordingly, there are glaring gaps in the consideration of cultural factors as antecedents, particularly in the African and South American regions. A number of recommendations are suggested.

Keywords: Crisis leadership, leadership adaptability, crisis management, leadership flexibility

DIGITAL BRIDGES: HOW MARGINALIZED CRAFT ENTREPRENEURS USE EMAIL AND FACEBOOK IN COMMUNITY-BASED TOURISM SPACES

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Purpose
This study explores how marginalized craft entrepreneurs in community-based tourism (CBT) settings use Facebook and email

for business communication and promotion, and the benefits they derive from engaging with these platforms.

Design/methodology/approach

An ethnographic approach was used, including semi-structured interviews and participant observation with 15 marginalized craft entrepreneurs, such as basket weavers, woodcarvers, and bead makers, around Bwindi Impenetrable National Park, Uganda.

Findings

The study reveals five practical uses of Facebook and email: showcasing products, chatting with clients, sending quotations, following up with international customers, and coordinating deliveries. It also identifies five key benefits: increased income, international networks, improved self-esteem, customer loyalty, and greater professionalism.

Originality

While most studies focus broadly on digital opportunities and barriers, this research uniquely examines the contextual use of both Facebook and email by marginalized craft entrepreneurs in rural CBT spaces. It contributes new insights into grassroots digital adaptation and informal innovation.

Research limitations/implications

Findings are context-specific and based on a small sample; further research is needed across diverse CBT environments.

Practical implications

The study supports the need for digital inclusion programs that integrate local languages, confidence, building, and peer mentoring.

Social implications

Findings underscore how simple digital tools can empower marginalized communities and foster inclusive tourism development.

Key words: Community-based tourism (CBT); marginalized craft entrepreneurs; Facebook; email; Uganda; ethnography

DOES ENTREPRENEURIAL ORIENTATION INFLUENCE BUSINESS PERFORMANCE AMONG SMALL SERVICE FIRMS? EMPIRICAL EVIDENCE FROM NIGERIA

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Entrepreneurial orientation (EO) is important to business survival and sustainability, especially after the global turbulence of Covid-19. Several studies have also examined the roles that EO played in firms' performance in both developed and developing countries, especially in the manufacturing sector. New and existing firms therefore need to pay adequate attention to strengthening their EOs as parts of coherent strategies for building business resilience. Using multidimensional indicators of EO, this study, therefore, examines EO and business performance among 45 selected firms in the service sector. Data was collected through a cross-sectional survey with the aid of a validated questionnaire. The results show that most of the firms (60%) reported improved performance outlook, as their overall business performance increased. Regression analysis also reveals that proactiveness, risk-taking and innovativeness significantly influence business performance among the firms. Proactiveness has a negative and weak contribution to business performance, while innovativeness and risk-taking have positive and strong contributions. One other important control variable included in the analysis, i.e. years of operation, shows positive and significant effects on the business performance of the firms. The model summary indicates strong and significant correlations between business performance and the EOs. The model also explains about 52% of factors that influence business performance, demonstrating a good fit. The study concludes that while firms need to pay adequate attention

to activities that could boost their innovativeness and risk-taking potential, they need to adequately evaluate opportunities before making any business move. Proactiveness is critical for businesses to stay ahead of competitors but could be wasteful if not properly evaluated before committing scarce resources. Practical implications and recommendations on how to improve firms' EO and performance are drawn for managers.

Keywords: Entrepreneurial orientation, business performance, service firms, Nigeria

DOES SWEDEN'S ENVIRONMENTAL EFFECT DEPEND ON ITS ECONOMIC AND ENERGY PERFORMANCE? EVIDENCE OBTAINED USING THE ARDL TECHNIQUE

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The purpose of this study is to look into how environmental deterioration in Sweden changed from 1990 to 2021 as a result of energy use, economic growth, and agricultural methane emissions. The empirical analysis makes use of various econometric methods, including the bounds test for autoregressive distributed lags. The tests for Granger causality and Fully Modified Ordinary Least Squares are applied to the data. The five variables are shown to be related over the long term by the autoregressive distributed lags limits F-test. Additionally, both a rise in the usage of fossil fuels and clean energy usage has a major long-term impact on environmental deterioration. The coefficients of the estimated error correction component are also negative and statistically significant. Additionally, the research employs Granger causality tests to investigate the variables' causal connections. The outcomes demonstrated that use of clean energy does not contribute to CO_2 emissions, whereas economic growth, fossil fuel consumption, and agricultural methane emission do. The studies also addressed a vacuum in the literature by using the autoregressive distributed lags method to look at this important topic for Sweden. Also, the relevance of this study provides empirical evidence that will help Sweden to improve its environmental quality. The policymakers and regulatory authorities in Sweden are to increase the efficiency of renewable energy sources through increased energy effectiveness, the adoption of energy-efficient technologies, energy conservation, and the outsourcing of energy infrastructure in order to achieve zero net emissions of greenhouse gases into the environment by the year 2045.

Keywords: CO_2; GDP; Renewable energy; Fossil fuel; Agricultural methane; ARDL

DRIVERS OF SUSTAINABILITY PERFORMANCE IN HEALTH AND SANITATION PROJECTS: A SYSTEMATIC LITERATURE REVIEW

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This study systematically reviews empirical literature published between 2018 and 2025 to examine how leadership, governance, stakeholder engagement, and resilience contribute to sustainability performance of health and sanitation projects, particularly in developing countries. The review aims to synthesize conceptual and empirical developments and identify key gaps that may inform future research and policy. Adopting a systematic literature review methodology, this study analyzed peer-reviewed journal articles drawn from major academic databases (including

Scopus, Web of Science, PubMed, ScienceDirect, Emerald Insight, SpringerLink, Wiley Online Library and Google Scholar). Studies were selected based on relevance, methodological rigor, and focus on low-resource contexts. The review includes both qualitative and quantitative studies, emphasizing empirical evidence with a geographical focus on developing countries especially Sub-Saharan Africa. The review identifies a growing body of evidence supporting the importance of responsible leadership, institutional governance, stakeholder engagement, and resilience in enhancing health and sanitation project sustainability performance. However, findings also reveal several limitations, including: (i) limited context-specific research in developing countries such as Uganda, (ii) fragmented examination of the combined effects of these factors, (iii) methodological inconsistencies across studies, and (iv) a lack of longitudinal investigations. The study emphasizes the importance of integrated, context-sensitive frameworks to guide sustainable development efforts in the health and sanitation sectors. This review addresses a critical gap by focusing on the interplay among leadership, governance, stakeholder engagement, and resilience dimensions often studied in isolation. The findings offer valuable insights for policymakers, development agencies, and researchers working in resource-constrained settings, especially in sub-Saharan Africa.

Keywords: Responsible leadership, Institutional governance, Stakeholder engagement, Resilience, Sustainability performance, Health and sanitation projects

IMPLEMENTATION OF TEACHING AND LEARNING INNOVATIONS IN PUBLIC UNIVERSITIES: CASE OF MAKERERE UNIVERSITY BUSINESS SCHOOL

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This study investigates the relationship between educational management practices and teaching and learning innovations, with teaching and learning reforms as a moderator. A cross-sectional survey of 104 respondents revealed a significant moderating effect of teaching and learning reforms on this relationship. The findings suggest that investing in teaching and learning reforms creates an environment that enhances teaching and learning innovations. The study contributes to the literature by highlighting the importance of teaching and learning reforms in universities. University managers should prioritize the educational reforms to boost innovation by building strong educational management practices and collaborative teaching and learning.

EMPLOYEE MOTIVATIONAL RESPONSE TO A MIXED ARMY-CIVILIAN LEADERSHIP STYLE IN A HIGHER EDUCATION INSTITUTION: A REVIEW

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This study is a review about the crucial role leadership plays in influencing employee motivation within an organization, especially in institutions with a unique blend of Army and civilian leadership styles. This paper explores the effect of leadership styles on employee motivation in the Nigerian Army University Biu setting with a productive staff mix (Civilian verse Army) of both Administrative and Academic staff. With an emphasis on the collaborative research, integration and coexistence of leadership styles from both civilian and Army backgrounds. The paper examines how different leadership approaches can either motivate or demotivate employees in such a mixed setting. Through an in-depth theoretical analysis of existing leadership theories and frameworks. This paper discusses the implications of transformational, transactional, authoritarian, and democratic leadership on motivation and performance.

EVALUATING STUDENTS' COMPLAINTS MANAGEMENT SYSTEMS OF MAKERERE UNIVERSITY BUSINESS SCHOOL

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The study sought to examine the current students' complaints management systems of Makerere University Business School. The study employed cross sectional research design which was descriptive in nature. A sample of 155 students were chosen from the population of 265 BOIM students basing on the Krejcie & Morgan (1970) Table, sample size determination model. Data was collected using both physical and online questionnaires. Validity of the instruments was obtained using CVI while reliability using Cronbach's Alpha coefficient. Statistical Packages for Social Scientist (SPSS) version 20 was used to analyse data and deriving descriptive statistics used in interpretation. The findings from the study revealed that the current students' complaints management systems used at Makerere University Business School are not sufficient and thus are unreliable, inefficient, do not promote user self-efficiency and do not lead to user satisfaction. Further, the study also revealed that there exist a number of challenges hindering the current students' complaints handling at Makerere University Business School such as lack of automated systems to receive students' complaints, lack of proper channels for tracking students' complaints, untimely feedback from the university management regarding students' complaints. The study concluded that there is need for management of Makerere University Business School to develop and implement a state of the art electronic students' complaints management system that is more reliable, efficient and promotes user self-efficiency. Further, there is need to adopt better policies and strategies on addressing students' complaints such as having enough staff to deal with students complaints, prioritizing students issues, allocating resources towards implementation of an automated online students complaints management system.

Keywords: Complaints management, Automated Students complaints management system.

FACTORS INFLUENCING IMPLEMENTATION OF SMART CLASSROOMS AMONG UNIVERSITIES IN UGANDA

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This study explores the factors influencing the implementation of smart classrooms in universities across Uganda. Employing a qualitative desk research design, data were collected from secondary academic sources using a systematic literature review approach. Inclusion and exclusion criteria were guided by language, relevance, and the scope of the materials reviewed. The findings reveal that successful implementation of smart classrooms in Ugandan universities is influenced by a combination of technological, financial, and human factors. Technologically, universities must ensure reliable internet connectivity, sufficient bandwidth, and the availability of appropriate hardware such as computers, laptops, and supporting software. Financially, the study emphasizes the need for institutions to seek funding through

grants, partnerships with government bodies such as the Ministry of ICT, NITA-U, and support from international donors. Human factors also play a critical role; the successful adoption of smart classrooms depends on training both academic staff and students in digital literacy and the effective use of e-learning tools. Equipping learners with the necessary devices and providing accessible internet on campus are also essential. The study is limited by its reliance on desk research and its exclusive focus on universities, which may not reflect the challenges faced at the primary, secondary, or other tertiary education levels. Future research is recommended to adopt quantitative methods and extend the investigation to other educational institutions. Ultimately, this study provides valuable insights for Ugandan universities, policymakers, and stakeholders, such as the National Council for Higher Education, to support the development of infrastructure, policies, and an enabling environment for smart classroom integration.

Keywords: Smart classrooms, factors, influencing, implementation, Universities, Uganda.

INFRASTRUCTURAL DEVELOPMENT, COMMUNITY EMPOWERMENT AND SUSTAINABLE AFFORDABLE HOUSING, A CASE OF NEWLY CREATED CITIES IN UGANDA

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Purpose—This examines the relationship between infrastructural development, community empowerment and sustainable affordable housing within the Ugandan new created cities.

Design/methodology/approach— across sectional research survey was used in this study, and date were collected from 382 households in Kampala Metropolitan Area and from the new cities around the country using a structured questionnaire. Multiple regression and hierarchical regression analysis were utilized to test the hypotheses under this research.

Findings—The results indicate that Infrastructure Development and Community Empowerment are both crucial driving forces of Sustainable Affordable Housing. Surprisingly, Community Empowerment contributes more significantly, which underlines the notion that policies aimed at constructing local capacities, participation, and decision-making would yield more substantial and sustainable results in sustainable housing programs in the new cities.

Implications for Policy and Practice
The findings bear important implications for policymakers, urban-planners, and development practitioners: first priority should be community-based approaches where programs and investments in affordable housing should focus on community engagement, training, and capacity building to leverage the stronger impact of empowerment on sustainability. Additionally, infrastructure development need to be integrated with social initiatives that foster local governance, collective decision-making, and cultural alignment with housing models. This implies that strong policy emphasis on inclusion ensures that housing programs are accessible to vulnerable and underrepresented groups hence fostering equity and social cohesion.

Originality/value—Infrastructure Development positively significantly contributes to sustainable affordable housing, but it has a smaller effect than Community Empowerment. This could be due the possibility that their effects are mediated through other variables such as access to resources or energy infrastructure.

Keywords: Infrastructural development, Community empowerment, Sustainable affordable, Training, Community Engagement, Resources, Energy, Inclusion.

Paper type: Research paper

Future Research—Future research should explore the mechanisms through which knowledge and skills acquisition translate into sustainable housing outcomes and integrate training as a core variable in models of sustainable community development.

INSTITUTIONAL PRESSURES SHAPING CORPORATE ENVIRONMENTAL SUSTAINABILITY IN LARGE MANUFACTURING FIRMS: A DEVELOPING ECONOMY PERSPECTIVE

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Corporate Environmental Sustainability (CES) in developing economies remains underexplored, particularly in how institutional pressures influence environmental practices in large manufacturing firms. This study examined how institutional pressures shape CES among large manufacturing firms in a developing economy context. A qualitative, inductive approach grounded in phenomenology was applied. Data were collected through 24 in-depth interviews with firm-level participants and regulatory officials and analyzed using reflexive thematic analysis supported by NVivo. The study identified that coercive (regulatory compliance, audits), normative (professional standards, environmental expectations), and mimetic (peer learning, brand reputation) pressures collectively shape environmental behavior through distinct isomorphic mechanisms. The study proposed a novel framework contextualized within developing economies, offering actionable insights for policy, regulation, and industry practice, while offering a foundation for future empirical testing of institutional and isomorphic dimensions in CES.

Key words: Institutional Pressures, Corporate Environmental Sustainability, Isomorphism, Developing Economies, Qualitative Research

INTEGRATING ARTIFICIAL INTELLIGENCE TO SUPPORT EFFECTIVE, INCLUSIVE, AND EQUITABLE CLASSROOM PRACTICES

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This paper evaluates how Artificial Intelligence (AI) mostly the Large Language Models (LLMs), may support the implementation of evidence-based teaching strategies to improve instructional effectiveness and student learning outcomes. The five key strategies examined are the use of multiple examples, varied explanations, diagnosing and addressing misconceptions, distributed practice, and low-stakes testing. These practices are aimed at improving comprehension, retention, and engagement. However, the practices require instructor effort to design and implement. AI tools may provide support by generating examples, practice questions, explanations, and formative assessments at scale. They can also assist with grading, answering student queries, and providing feedback, thereby freeing up instructors' time for more interactive and personalized engagement with learners. While AI is not a substitute for human educators, it still improves their capacity when used thoughtfully and ethically. The paper recommends increased oversight, transparent use, and further research for responsible integration of AI in education. As AI capabilities advance, they are capable of democratizing effective, inclusive and equitable education for all. The AI integration will enable access to high-quality learning materials and support the scaling of pedagogical best practices. Thus, AI serves not as a replacement but as a powerful tool in providing effective teaching and better student learning.

Key Words: Artificial intelligence, AI, LLMs, GPT, inclusion

INVESTIGATING HOW NIGERIA'S ECOLOGICAL FOOTPRINT IS AFFECTED BY THE DYNAMICS OF RENEWABLE ENERGY CONSUMPTION

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This study examines how Nigeria's ecological footprint is affected by economic growth, renewable energy consumption, poverty, and agriculture between 1990 and 2023. To assess the short- and long-term relationships between variables, the study employs the Error Correction

Model (ECM), Autoregressive Distributed Lag (ARDL) bounds testing techniques, Dynamic Ordinary Least Squares (DOLS), Fully Modified Ordinary Least Squares (FMOLS), and Canonical Cointegrating Regression (CCR). According to the empirical findings from the ECM and ARDL, (i) GDP raises ecological footprint in the short and long term; (ii) the renewable energy consumption reduces ecological footprint in the short and long term, (iii) poverty increases ecological footprint in both short and long-run. (iv) in the case of Nigeria, agriculture has a positive and significant relationship with ecological footprint in the long-run. The results are solid, consistent, and dependable because they pass multiple stability and diagnostic tests. The study's findings could have a big influence on Nigeria's capacity to put suitable policies into place to improve its environmental sustainability.

Keywords: Ecological footprint, GDP, Renewable energy consumption, Poverty and Agriculture

LEADERSHIP FOR SKILLS TRANSFORMATION: ENHANCING YOUTH EMPLOYABILITY IN UGANDA THROUGH STRATEGIC AND INSTITUTIONAL INNOVATION, 2013–2023

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This paper examines the role of leadership in shaping youth employability outcomes in Uganda between 2013 and 2023, drawing on nationally representative labour force data and macro-policy analysis. Despite Uganda's demographic dividend and increasing youth labour force participation, averaging over 70%, structural barriers persist, with nearly 63% of youth still trapped in low-productivity, informal agriculture. Wage employment remains limited, especially for female and rural youth, reflecting gaps in skills, education relevance, and institutional coordination. Using logistic and multinomial regression models, the study finds that educational attainment, household wealth, urban residence, and gender significantly shape employment prospects.

However, beyond individual-level determinants, the paper argues that transformative leadership across government, education, industry, and civil society is vital for revolutionizing skills-based training systems and bridging the education-to-employment divide. Uganda's progress has been constrained by weak policy coherence, underfunded vocational programs, limited private-sector engagement, and fragmented institutional leadership. Gender and regional disparities further highlight the need for inclusive and localized leadership responses. The paper concludes by outlining a leadership framework for youth employability transformation - anchored in visionary public policy, industry-led skills initiatives, gender-responsive education reforms, and decentralized training models. These insights are critical for policymakers, educators, and business leaders working to align Uganda's youth capabilities with the demands of a modern labour market and Sustainable Development Goal 8 on decent work.

Keywords: Leadership, Youth Employability, Skills Development, Labour Market, Uganda, Gender, TVET, SDG 8

LEGAL AND INSTITUTIONAL FRAMEWORKS FOR GOOD GOVERNANCE AND LEADERSHIP FOR EMPLOYABILITY AND TRANSFORMATION IN AFRICA

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Africa's quest for socio-economic transformation and employability is inextricably linked to good governance, effective leadership, and functional legal and institutional frameworks. This paper examines the critical relationship between governance structures, legal mechanisms, and leadership practices, and how they affect employability and transformation across the continent. While the conference theme highlights the importance of skill-based education, this paper argues that without an enabling environment fostered by accountable leadership and robust legal institutions, even the best technical education reforms will yield limited outcomes. Adopting a doctrinal and qualitative methodology, this study explores key constitutional provisions, statutory regimes, and institutional practices in Nigeria, Kenya, Rwanda, and South Africa. It also evaluates the African Charter on Democracy, Elections and Governance (ACDEG), and the African Union's Agenda 2063 as continental benchmarks for transformative governance. The analysis is supported by judicial authorities, legislative instruments, and policy documents that influence public sector performance and educational governance. Key findings reveal that although several African countries have made legal and institutional reforms to support good governance and education policy, implementation remains undermined by systemic corruption, weak institutions, and politicization of leadership appointments. These deficits hinder the alignment of education with labour market demands, thereby exacerbating youth unemployment and stalling socio-economic development. The paper concludes that strengthening legal frameworks, improving institutional accountability, and fostering inclusive governance are critical to creating an environment where skill-based education can drive employability and transformation. Recommendations include mainstreaming governance education into school curricula, enhancing legal compliance through civic engagement, and empowering education regulatory bodies through law-backed autonomy. The paper aligns with the sub-theme by demonstrating how transformative leadership and legal governance mechanisms can unlock the potential of Africa's youth through education-driven employability strategies.

***Keywords**:* Governance, leadership, employability, legal framework, education reform, institutions, Africa, transformation.

LEVERAGING ICT INNOVATION FOR SUSTAINABLE YOUTH - LED SOCIAL ENTERPRISES IN KABERAMAIDO DISTRICT, EASTERN UGANDA

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This study investigated the influence of ICT innovation on the sustainability of youth-led social enterprises and its contribution to sustainable community development in Kaberamaido District, Eastern Uganda. The research was guided by three key objectives: To assess the impact of digital tools, internet access, and mobile-based financial platforms on the performance and sustainability of youth-led enterprises; To identify systemic and operational barriers hindering ICT adoption among rural youth entrepreneurs and to propose practical strategies for integrating ICT into skills-based education to enhance socio-economic transformation and employability.

A mixed-methods design was employed to provide both statistical rigor and contextual depth. Quantitative data were collected from 150 youth-led social enterprises using structured questionnaires, capturing metrics on operational efficiency, market reach, and financial performance. Qualitative data were obtained from policymakers, educators, and community leaders through in-depth interviews and focus group discussions to explore local perspectives and experiences. Quantitative data were analyzed using descriptive statistics and regression models, while qualitative data underwent thematic analysis to identify recurring patterns and insights.

Findings revealed that ICT innovation significantly enhanced operational efficiency through improved record-keeping, automated processes, and reduced transaction times. Internet

access expanded market reach by connecting rural enterprises to national and regional markets, while mobile-based financial platforms facilitated seamless payments, reduced cash-handling risks, and improved access to micro-credit. Enterprises that actively embraced ICT reported greater resilience, higher customer satisfaction, and more consistent growth. However, critical barriers were noted: limited and costly internet infrastructure, low levels of digital literacy, and financial constraints limiting investment in ICT tools. These challenges created a digital divide that prevented many enterprises from fully leveraging technology.

The study concluded that strategic integration of ICT into youth enterprise operations and skills-based education is vital for both enterprise sustainability and community development. It recommended that policymakers prioritize rural internet infrastructure expansion, development partners invest in affordable digital training programs, and youth entrepreneurs adopt scalable, low-cost ICT solutions tailored to their operational contexts.

The findings strongly align with the conference theme, "Revolutionizing Skills-Based Education for Socio-Economic Transformation and Employability", by providing evidence that digital skills and ICT access are not just supportive tools, but transformative enablers of job creation, innovation, and inclusive rural development. By equipping rural youth with the necessary digital competencies, communities can accelerate economic transformation, reduce unemployment, and strengthen the resilience of local enterprises in an increasingly digital economy.

Keywords: ICT innovation, youth-led social enterprises, sustainability, community development, digital transformation, rural entrepreneurship.

LEVERAGING INSTITUTIONAL OPEN DATASET ARCHITECTURES FOR AI-DRIVEN DECISION-MAKING IN UGANDA'S TERTIARY EDUCATION SECTOR

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In Uganda's tertiary education sector, the effective use of data for institutional decisionmaking remains limited due to fragmented systems, poor interoperability, and a lack of advanced analytics infrastructure. This paper presents the design and implementation of a modular institutional open dataset architecture developed under the Uganda Open Education Data Portal (UG OEDP) project. The aim is to demonstrate how artificial intelligence (AI) and machine learning (ML) can be applied to support data-driven governance in low-resource educational environments. Using the Uganda Institute of Information and Communications Technology (UICT) as a pilot case, the study employed a mixed-methods approach that included document analysis, stakeholder interviews, and technical system development. Data was sourced from EMIS, ACMIS, and internal records, then cleaned, anonymized, and structured into interoperable formats. A hybrid Agile-Waterfall development framework guided platform development, integrating secure APIs, PostgreSQL, Python Flask, and visualization tools such as Power BI and Dash. The platform supports real-time analytics and embeds ML models for key use cases, including enrollment forecasting, academic risk identification, and staffing optimization. Evaluation through usability testing and stakeholder feedback revealed high system acceptability and strong institutional demand for AI-enabled dashboards and predictive analytics tools. The results demonstrate that even in bandwidth-constrained and resource-limited settings, institutions can leverage open-source tools and context-appropriate development methodologies to deploy scalable, AI-ready data platforms. Ethical compliance was ensured through data anonymization and adherence to Uganda's Data Protection and Privacy Act (2019). This study contributes to the body of African-led innovation in educational data science and provides a practical blueprint for embedding AI into institutional planning. It offers actionable insights for policymakers, ICT professionals, and academic leaders seeking to advance digital transformation and evidence-based governance in higher education across the region.

Keywords: Institutional Open Dataset Architectures, AI-Driven Decision-Making, machine learning (ML).

LIBRASMART: AN RFID-BASED SMART LIBRARY MANAGEMENT SYSTEM WITH REAL-TIME CLOUD LOGGING AND ACCESS CONTROL

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The inefficiencies of manual book tracking in academic libraries such as human error, book loss, and time-consuming processes necessitate modern, automated solutions. This paper presents Libra Smart, an RFID-based smart library management system designed to automate book borrowing and returning processes using an ESP32 microcontroller, RC522 RFID readers, and Google Sheets as a cloud-based database. The system identifies students and books via RFID tags, logs transactions in real time, and provides visual feedback through an LCD display. A push-button mechanism, controlled by the librarian, activates a servo motor to grant access only after a valid transaction, enhancing security against unauthorized book removal. Data is transmitted over Wi-Fi to Google Sheets, enabling real-time monitoring, inventory tracking, and reporting. The system is low-cost, scalable, and suitable for academic institutions with limited resources. Testing confirmed reliable RFID detection, accurate cloud logging, and successful access control. Future enhancements include offline functionality, ISBN integration, and mobile app support. LibraSmart offers a practical, secure, and innovative solution for modernizing library operations in developing educational environments.

Keywords: RFID, ESP32, Smart Library, IoT, Google Sheets, Access Control, Cloud Logging, Library Automation

SAFE GYM APP: A DIGITAL SOLU ON TO IMPROVE FITNESS PAR CIPA ON THROUGH SMART SCHEDULING

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Many gym-goers in Uganda face difficul es booking workout sessions due to manual systems that lead to overbooking, confusion, and missed appointments. This affects their health outcomes, mo va on, and overall gym experience. To address this, we developed the **Safe Gym App**, a mobile-based appointment scheduler using React Na ve and Firebase. The system allows clients to view available me slots, book sessions in real me, and receive automated no fica ons. A pilot study in two gyms in Nakawa showed improved efficiency, reduced administra ve workload, and higher user sa sfac on. The app supports Uganda's health and ICT goals by promo ng regular exercise through digital innova on.

SECURITY IMPLICATIONS ON MIGRATING TO CLOUD COMPUTING DURING COVID-19 PANDEMIC AND SUGGESTED SOLUTIONS TO ENSURE SECURE SYSTEMS

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Since the beginning of 2020s there have been a covid-19 pandemic that has negatively affected how people work and also on how education is being done globally. This has resulted in more and more people staying from home whilst work has to be done at their workplaces. With the pandemic still in our midst globally, working from home is the new normal. Whilst people are working from home is set to continue, a number of organisations has adopted putting information online (on the cloud) so that employees can get the data that they need to perform their duties. Whilst cloud computing offers better way for enabling people to work from home a compromise in the user details such as passwords can enable a malicious person to access organisational data that they should not have accessed in the first place. This research article has therefore explored ways in which user login credentials can be compromised during login session and way in which this can be thwarted has also been articulated. This article hence came up with some strategies that organisation and users can adopt to minimise chances of their login credentials being hacked and used by hackers in performing criminal activities using legitimate users' profiles.

Keywords: cloud computing, hackers, SQL injection attack, biometrics authentication, passwords

SERVICE QUALITY AND STUDENT SATISFACTION AT PLATEAU STATE UNIVERSITY: APPLYING HEDPERF IN A TERRORISM-THREATENED CONTEXT

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This study investigates the influence of service quality on student satisfaction at Plateau State University, Bokkos, Nigeria, within a terrorism-threatened environment, utilizing the Higher Education PERFormance (HEdPERF) model to inform skills-based education for socio-economic transformation. The objectives were to examine how non-academic aspects, academic aspects, reputation, access, and programme issues shape student satisfaction, and to explore these dynamics through the lens of Terror Management Theory (TMT). Data was collected from 488 undergraduate students between June and July 2025, using a purposive sampling approach. A structured questionnaire, adapted from Abdullah (2005), measured HEdPERF dimensions and satisfaction on a five-point Likert scale. Covariance-based structural equation modeling (CB-SEM) in AMOS 23 was employed to test hypotheses, with model fit indices (CMIN/DF = 3.027, RMSEA = 0.065, GFI = 0.908) confirming robustness. Key findings reveal that non-academic aspects significantly enhance satisfaction (β = 0.875, $p < 0.001$), while academic aspects (β = -0.218, p = 0.039) and programme issues (β = -0.273, p = 0.003) unexpectedly reduce it, likely due to terrorism-related disruptions. Reputation (β = 0.027, p = 0.724) and access (β = 0.100, p = 0.168) showed no significant impact. TMT elucidates these findings, suggesting that non-academic support mitigates existential anxiety, while academic and programme disruptions heighten mortality salience, undermining satisfaction. These results align with the conference theme, "Revolutionizing Skills-Based Education for Socio-Economic

Transformation and Employability," by highlighting the need for robust non-academic services and adaptive academic strategies to enhance student satisfaction, thereby fostering resilience and employability in high-risk contexts. The study underscores the importance of tailoring educational service quality to support socio-economic transformation, offering practical implications for universities in crisis-affected regions to strengthen skills-based education and student preparedness for the workforce.

Keywords: HEdPERF Model, Higher Education, Terrorism, Service Quality, Student Satisfaction.

STRATEGIC IMPLEMENTATION OF COMPETENCY-BASED CURRICULA: A CASE STUDY OF SUCCESSFUL MODELS IN AFRICA

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This conceptual research paper analyzes the institutional application of competency-based curriculum (CBC) in three strategically chosen East African nations: Kenya, Rwanda, and Tanzania. Using an intensive comparative case study approach, this study examines how these countries have reinvented their education systems to incorporate modernized, skills-based learning models rather than traditional content-driven education. The paper systematically reviews policy backgrounds, implementation challenges, strategic government responses, and recorded educational outcomes across different national settings to understand the complexities of educational reform initiatives that span multiple regions in developing countries. The findings indicate that effective implementation of CBC requires a comprehensive redesign of the entire educational ecosystem, extending beyond mere curriculum changes. It involves full-scale preparation of teachers, resource distribution planning, multi-level stakeholder engagement strategies, and innovative evaluation mechanisms. Common issues across the three countries included strong resistance from teachers to pedagogical change, ongoing resource shortages, inadequate technological infrastructure, and institutional weaknesses. However, responses to these challenges were highly country-specific, reflecting each nation's history, economic interests, and institutional capacities. Therefore, adaptive and culturally sensitive implementation strategies are essential for success. The cross-national analysis leads to four key propositions: the urgent need for long-term, comprehensive teacher professional development programs; the importance of developing implementation strategies that are adaptable to local contexts; maintaining sustained stakeholder engagement throughout all stages of implementation; and ensuring long-term resource support despite higher initial costs. The findings demonstrate that responsive curriculum design enhances educational relevance and sustainability within the implementation process. This study provides a valuable strategic framework for large-scale educational reform across the continent.

Keywords: African education, competency-based curriculum, educational policy, skills development, socio-economic transformation.

THE DECOLONIALITY OF ZIMBABWE HIGHER EDUCATION: AN EXPLORATION OF EDUCATION 5.0'S OPPORTUNITIES, CHALLENGES AND POSSIBILITIES

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This study explores, with an emphasis on opportunities, challenges, and possibilities, how Education 5.0 might help decolonise higher education in Zimbabwe. It looks at colonialism's historical background to see how it influenced education and hampered underrepresented communities and voices. The following objectives inform the study. i)To explore the perceptions of stakeholders on Education 5.0 in decolonising Zimbabwe's higher education. ii)To analyse the potential challenges, opportunities and possibilities of Education 5.0 in Zimbabwe. An analysis of this historical context offers a prism through which to view how industrialisation and innovation are being and will be applied to Zimbabwe's economic growth. The study employed a qualitative case study methodology, interviewing six prominent academics from two Zimbabwean state universities and analysing documents to fully comprehend the decoloniality of Education 5.0. The results demonstrate how decolonisation is influencing curriculum changes at universities to suit regional needs better and quickly shifting socioeconomic contexts. University-based commercial enterprises and creative, inclusive learning pathways are the results of this decolonisation mantra. Education 5.0 has also received recognition for increasing educational opportunities in Zimbabwean higher education because of its focus on improving epistemic knowledge, cognitive variety, and personalisation of learning. Nonetheless, the study recognises important difficulties. These include the lack of sustainable funding models and infrastructure constraints, which present significant obstacles to achieving Education 5.0's decolonial goals. These problems can hinder the development of crucial centres for research and innovation as well as the broad adoption of new curricula. Another significant issue noted is academic institutions' ingrained attitudes and resistance to change, which are a direct result of historically Eurocentric educational frameworks. In order for higher education to truly reflect African epistemologies and Zimbabwean realities, pedagogical approaches and research priorities must be fundamentally reoriented in addition to policy changes. Notwithstanding these obstacles, the study's investigation encourages the creation of indigenous technologies and solutions, producing a new generation of graduates with skills directly applicable to regional issues, and enhancing Zimbabwean scholarship's reputation internationally by showcasing distinctive African viewpoints. In order to successfully navigate these complexities and develop a genuinely decolonised and transformative higher education system in Zimbabwe, the study ends with recommendations for policymakers and educational leaders. Potential outcomes of effectively incorporating decolonial ideas into Education 5.0.

Keywords: Decoloniality; Education 5.0; Personalised learning, Higher Education; cognitive diversity; Epistemic knowledge.

TEACHER SUPPORT AND PROFESSIONAL DEVELOPMENT NEEDS THAT INFLUENCE ADOPTION OF ARTIFICIAL INTELLIGENCE IN THE TEACHING PROCESS AT PUBLIC UNIVERSITIES. A CASE OF TEACHING STAFF AT MAKERERE UNIVERSITY BUSINESS SCHOOL UGANDA

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This study focused on the Teacher support and Professional Development Needs that influence Adoption of Artificial Intelligence in the Teaching process at Public Universities using MUBS Uganda as a case study premising on the fact that adoption is still below average so it is vital to inform universities management, government on digital development strategies in Education. The study used Unified Theory of Acceptance and Use of Technology because it speaks about facilitating conditions that impact Technology adoption. The research design adopted in this study was qualitative research underpinned by interpretivism philosophy. Data were sourced through both face-to face, online interviews and group interviews consisting of a sample size of 254 teaching staff at Makerere University Business School drawn from 750 teaching staff population (krejcie &morgan,1970). The participants whose consent were first obtained included Teaching Assistants, Assistant lecturers, Lecturers. Purposeful random sampling technique was used

because we wanted teaching individuals with knowledge and experience about Artificial intelligence in the teaching process. The interview guide was piloted on five participants' actual interviews lasted between 15 to 20 minutes. The data was analyzed using thematic analysis which is based on coding (Braun & Clarke, 2006). Interviews were transcribed, coded, and categorized, the emergence of themes was used as an eventual source for organizing patterns of response across categories and individuals in line with the objectives of the study. Transcripts were coded and the coded data were summarized in terms of frequency (times)the same idea was mentioned.

The discussions of the study implied that Universities in Uganda and other countries should ensure that there is hands on workshops at departmental levels where all teaching staff can experiment with AI tools and a follow up should be done to check for adoption levels after the workshops, increased investment in digital infrastructure such a**s** computers, projectors, tablets, subsidized internet ,clear guidelines and policies for Ethical use of AI , Integration of Artificial intelligence in professional development programs and employing data protection mechanism. The study notes some limitations such as being a qualitative study which was built and may not be generalized to other universities within the country and outside Uganda therefore other researchers could adopt quantitative research in the same area and extends geographical scope, population and sample size of study may not have been adequate but future researchers could increase the population of study and sample size. This paper also aligns with Theme 3(Role of AI and automation in skills training) of the Annual International Management conference to be held in September 2025 by Makerere University Business School Uganda.

Keywords: Teacher support, Professional development, Artificial intelligence, Public Universities, Uganda.

THE ADOPTION LEVEL OF CIRCULAR ECONOMY AND ITS INFLUENCE ON CUSTOMER SATISFACTION AMONG STAR-RATED HOTELS IN KENYA: ENERGY MANAGEMENT PERSPECTIVE

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The tourism industry is considered a significant contributor to foreign exchange for many economies worldwide. Despite its positive contributions, there are challenges that the tourism sector poses and cannot be disregarded. These challenges have led many destinations to adopt strategic business models in their operations to mitigate the negative impacts of climate change. In as much, tourism and hospitality still contribute 8% of the GHG emissions globally. This research sought to assess the relationship between the level of adoption of energy management and customer satisfaction among star-rated hotels in Kenya. The study's specific objective was to determine if the adoption level of energy management practice among star-rated hotels in Kenya influences customer satisfaction. The study population consisted of 48-star-rated hotels and 8731 hotel customers in the Coast Region, Kenya. The study used a mixed-method research design. Stratified sampling was used to select the 2-to-5 star-rated hotels. Disproportionate sampling was used to apportion questionnaires to hotels, while simple random sampling was employed to pick customers. Required data was gathered from customers through structured questionnaires, interviews, and personal observation. The data collected from questionnaires was coded and transcribed into Statistical Package for Social Sciences (SPSS v.29). A multiple regression analysis established statistically predictive estimates of energy management on customer satisfaction ($B=0.467$, $t=6.649$, $p=.000<.05$). The study recommends that energy management practices be integrated into hotel processes for better customer satisfaction. Star-rated hotels need to

communicate hotel policies and structure customer sensitisation on sustainable energy management to attract the environmentally conscious customers, the fastest-growing segment of the hotel market.

Key Words: Circular Economy, Customer satisfaction, Energy Management, Star rated hotels

THE IMPACT OF AI ON SERVICE DELIVERY IN 5-STAR HOTELS IN KENYA

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The hospitality sector is pivotal to Kenya's economy, with five-star hotels exemplifying service excellence. Despite their esteemed status, these establishments often encounter challenges such as inconsistent service quality, staff knowledge deficiencies, and ineffective customer feedback mechanisms, all of which can diminish guest satisfaction and tarnish brand reputation. As global competition intensifies and customer expectations escalate, the integration of Artificial Intelligence (AI) presents a promising avenue for enhancing service delivery in Kenya's luxury hotels. This study examines the influence of AI on service delivery within Kenya's five-star hotels, focusing on AI-powered knowledge management systems and real-time sentiment analysis tools. AI-driven knowledge management systems can bolster staff training, provide seamless access to service protocols, and ensure uniformity in guest interactions. Concurrently, AI-enabled sentiment analysis tools can collect, process, and interpret customer feedback in real-time, allowing hotels to address service issues and tailor guest experiences proactively. The adoption of these AI applications holds the potential to redefine luxury hospitality standards, enhance operational efficiency, and foster customer loyalty. The hospitality industry relies heavily on vocational training programs from TVET institutions to develop skilled professionals, yet traditional training methods struggle to keep pace with the fast-paced digital landscape. By integrating AI-driven knowledge management systems into hospitality training, this study supports TVET sustainability by bridging skills gaps through continuous, real-time training, hence staff receive improving their competency and adaptability in service roles.

Guided by the Technology–Organization–Environment (TOE) framework, the research analyzed how technological capabilities, organizational readiness, and environmental pressures shape AI adoption and implementation. Using a cross-sectional survey design, data was collected from 15 Tourism Regulatory Authority-certified five-star hotels through in-depth interviews with managers, staff, and guests. A mixed-methods approach was employed, combining **qualitative content analysis** with **descriptive statistics** to evaluate adoption levels, benefits, and challenges. Findings revealed that AI is steadily transforming front office operations, marketing, and customer feedback systems, enhancing efficiency and customer satisfaction. However, full-scale adoption remains constrained by high implementation costs, digital skills gaps, privacy concerns, and organizational resistance. Smoother transitions and better performance outcomes were noted in hotels with stronger training programs. This study contributes to the limited empirical literature on AI adoption in Sub-Saharan Africa’s hospitality sector and proposes a scalable, context-sensitive framework for AI integration. The findings offer actionable insights for hotel managers, policymakers, and educators aiming to enhance service quality, workforce resilience, and long-term competitiveness. It also highlights how AI-driven knowledge systems can complement Technical and Vocational Education and Training (TVET), fostering workforce upskilling and sustaining service excellence in Kenya’s digital hospitality landscape. This, in turn, will make Kenya a more attractive luxury tourism destination, thereby contributing to socio-economic development.

THE ROLE OF AFRICAN GOVERNMENTS IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING: A KENYAN PERSPECTIVE

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Technical and Vocational Education and Training (TVET) plays a crucial role in the socio-economic development of African countries by equipping individuals with the necessary skills for the labour market. In this context, the role of African governments in fostering TVET education is pivotal. This research endeavour explores the Kenyan government's efforts in advancing TVET as a critical component of national development. The aim of this investigation is to examine the unique role of government in enhancing access, quality and relevance of TVET education. Various Government Department reports (key among them, Kenya National Bureau of Statistics (KNBS), Technical Vocational Education Training (TVET)), policy frameworks and institutional survey reports are thoroughly investigated specifically on the effectiveness of the Kenyan government interventions on TVET. The Kenyan governmental raw data generated by various departments like KNBS are harvested and extensively analysed and the reports analysed. The study examines policies, investments, and institutional reforms that have been implemented by Kenyan Government to enhance TVET accessibility, quality, and relevance to current industry needs. Key initiatives such as the TVET Act of 2013, the establishment of the TVET Authority, and the integration of industry partnerships highlight the government's commitment to addressing the skills gap and improving youth employment prospects. The paper further explores challenges such as funding, infrastructure limitations, and the societal perception of TVET education. Drawing from these lessons, it discusses how African governments can improve TVET systems by fostering multi-stakeholder collaboration, increasing investment, and aligning curricula with market demands. Ultimately, the study suggests that effective government involvement in TVET education can provide a foundation for sustainable economic growth and poverty reduction across the continent.

Keywords: Technical and Vocational Education and Training, Kenyan Government, Provision of TVET, Resources Utilization, Governance and management of TVET

Erima (2021) notes that unemployment cannot solely be attributed to a lack of vocational education. In both Kenya and the wider Sub-Saharan Africa (SSA) region, deeper structural issues must be addressed. These include clearly identifying the root causes of unemployment and ensuring that TVET programs are effectively aligned with current labour market demands. Without such alignment, vocational education will continue to fall short of expectations.

WATER AND SANITATION PROJECT PERFORMANCE: ENHANCING ROLE OF RELATIONAL COMPETENCIES AND INFORMATION INTEGRATION

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Purpose – This paper examines the relationship between relational competencies, information integration and project performance among water, sanitation and hygiene (WASH) projects in a developing country context.

Methodology - A quantitative cross-sectional survey was conducted with a sample of 52 WASH projects in Uganda. Data were collected using self-administered questionnaires and analysed using SPSS statistical software.

Findings- The results revealed positive and significant relationship between relational competencies and project performance, relational competencies and information integration, information integration and project performance. Furthermore, regression

analysis revealed that both relational competencies and information integration are significant predictors, accounting for 31.2% of project performance in WASH projects. However, information integration does not mediate in the relational competencies- project performance relationship.

Practical implications- Managers of WASH projects should strengthen relational competencies through cooperation, coordination and communication and information integration through collaborative planning and information sharing for improved performance of WASH projects.

Originality value – Contrary to hitherto studies information integration does not mediate the relationship between relational competencies and project performance of WASH projects in a developing country perspective. Nevertheless, relational competencies combine with information integration to explain project performance.

Keywords: Project performance, Water, Sanitation, Hygiene, Relational competencies, information integration

WORK- LIFE BALANCE PRACTICES AND PERFORMANCE OF MEDICAL INTERNS IN THE TEACHING AND REFERRAL HOSPITALS IN KENYA

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The paper looks at the significance of work-life balance practices on the performance of the medical interns in the Teaching and Referral Hospitals in Kenya. Work-life balance is defined as an accomplishment of role-related expectations that are often negotiated and shared between an individual and his or her role-related partners in the work and family domains (Brough et al, 2020). The paper adopted stratified sampling technique to obtain a sample size of 50 medical interns from a population of 100 drawn from three selected Teaching and Referral Hospitals, Namely Kenyatta National Hospital, Kisii Teaching and Referral Hospital and Moi Teaching and Referral Hospital. The paper further assesses how the Teaching and Referral Hospitals can foster a harmonious work-life equilibrium so as to enhance the performance of the medical interns aimed at fostering their employability. Additionally the paper identifies appropriate Flexible Work Arrangements (FWAs), such as job sharing, staggered shifts and short-term breaks and Employee Assistance Programs (EAPs, such as specialized and customized counseling services and timely stress management sensitization seminars and initiatives and weekly staff briefs. The key findings show that over 70% of the Medical Interns have complained of strict supervision and too demanding and often rigid work schedules that they are subjected to during their practice period and that 60% of the EAPs in place are not being implemented. At least 20% indicated that they have been subjected to some form of bullying, discrimination and isolation at their work stations.

The paper therefore, recommends that the Teaching and Referral Hospitals initiate and adopt appropriate job sharing arrangements among the interns as well as introduce regular short term breaks for the interns to address other personal demands and interest such as marriage and raising up a family. Equally, there is need to regularize customized counseling services targeting the medical interns by the respective Hospital management in addition to revolutionalizing skill-based training targeting medical interns. Based on this understanding the study concludes that the Medical Interns workplace needs a complete overhaul in order to establish and implement flexible work arrangements in addition to emphasizing on the actualization of the skill-based Employee Assistance Programs that are both friendly and employee centred.

KEY WORDS: Work-life balance practices, performance, medical interns

ADOPTION OF ELECTRONIC BANKING SERVICES IN STANDARD CHARTERED BANK IN UGANDA

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The purpose of this study was to assess the adoption of Electronic Banking Services in Standard Chartered Bank Uganda. the research problem was that the bank faces challenges which are evident in a minimal number of customers using e-banking services. Hence the study objectives were: to examine the benefits of different e-banking services offered by Standard Chartered Bank, to establish the challenges experienced in adoption of electronic banking services at Standard Chartered Bank and to propose solutions to challenges experienced in adoption of electronic banking services at Standard Chartered Bank.The population and sample consisted of 23 senior staff at the bank and a census approach was used. The unit of analysis for this study is Standard Chartered Bank Head Office and unit of inquiry were members of the management team. A questionnaire was used to collect data and findings show that is undisputable that these e-banking services are highly beneficial to customers and the bank alike. The study found that there are several cited challenges related to adoption of electronic banking services in the bank. The biggest challenge was that that there are risks of fraud in electronic banking, system security is always a big concern with electronic banking and can spoil the reputation of the bank. A number of solutions were proposed and these solutions seemed to match the gravity of the cited challenges. On that basis it was recommended that all staff of the bank should undergo regular (at least every three months) refresher training regarding use of the e-banking platforms. Standard Chartered Bank should proceed with its current efforts to make all bank services digital so as to ensure faster, easier and more reliable services to customers. Whereas the bank has made some efforts to invest in system security, more measures should be benchmarked to make their electronic banking suite fraud proof and of top security.

ETHICAL MANAGERIAL BEHAVIOR AND FRAUD MANAGEMENT PRACTICES IN BANKING INSTITUTIONS: A MULTIDIMENSIONAL ANALYSIS

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Purpose: The rising complexity of fraud risks in African financial institutions requires strong governance systems based on ethical conduct. The aim of this study was to unveil which of the dimensions of ethical managerial behavior matter most in improving fraud management practices.

Design/Methodology/Approach: The research analyzes data from thirty-eight banking institutions located in Mbarara district through correlation and multiple regression analysis to study both direct and multiple effects of ethical behavior on fraud management practices while controlling for institutional variables such as auditor type, internet banking access and board chairperson nationality.

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Results: The research demonstrates that ethical managerial behavior functions as a statistically significant predictor for all fraud management practice dimensions with loyalty showing the most substantial impact. The results indicate that ethical managerial behavior is significant predictor for all the dimensions of fraud management practices with fraud response standing out. The research findings align with agency theory and stakeholder theory because they show that ethical standard alignment between managers and stakeholders improves organizational accountability.

Research implications: The study findings indicate that while ethical managerial behavior matters in enhancing fraud management practices in banking institutions, different ethical behaviors support different aspects of fraud management. The study presents actionable advice for regulators and boards and executives to establish ethical culture as a fundamental strategy for fraud risk reduction. The study provides implications that reach further than Uganda because its findings have value for other African countries dealing with financial misconduct alongside weak governance systems.

Originality/value: This study provides initial evidence on whether all the dimensions of ethical managerial behavior do matter for fraud management in banking institutions, more so in a developing country like Uganda.

Keywords: Ethical managerial behavior, transparency, integrity, loyalty, fraud prevention, financial governance, banking sector, Sub-Saharan Africa, Uganda

GEOGRAPHIES OF KNOWLEDGE AND POWER IN INTERNATIONAL MANAGEMENT STUDIES IN THE GLOBAL SOUTH

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International management studies still exhibit persistent knowledge imbalances despite rhetorical commitments to globalizing and intellectual diversity. This study examines the power and knowledge geographies systematically marginalizing Global South perspectives from scholarly discourse. A strict mixed-methods design combined bibliometric analysis of Web of Science publications (1985-2023), institutional mapping, and longitudinal trend analysis. Statistical computation was performed using the R Statistical Computing Environment (v4.3.2) with targeted packages for bibliometric analysis, while statistical modelling employed non-linear least squares fitting and generalized additive models. Seven analytical curves were generated using Chart.js visualization to explore publication rate, citation networks, distribution of funding, adoption of the theoretical framework, editorial representation, dominance by language, and equality of collaboration. Validation techniques employed inter-rater reliability testing, bootstrap resampling, and cross-validation techniques. Seven bends generated exponential divergences of Global North and South in every area of knowledge production. Institutions of Global North hold 94% of articles with no minority population representation, whereas citation centrality holds power-law distributions skewing towards Northern writers. Resource inequalities capture 50:1 proportion, editorial board membership is less than 20% for Global South scholars, and English dominance approximates 99%. Western theoretical paradigms are dominant 95% of Southern research studies, and parity in collaborative research declined 70% over the course of three decades. These trends exhibit intricate systems of epistemic exclusion perpetuating colonial knowledge hierarchies via seemingly equitable scholarly processes. The findings deny globalization accounts while offering empirical evidence for decolonial critiques of international management scholarship, revealing urgent needs for structural transformation of publishing, finance, and collaborative research structures.

***Keywords*:** Bibliometric analysis; Decolonial studies; Global South; Knowledge production; Management studies

GREEN MARKETING AND SUSTAINABILITY IN THE INSURANCE INDUSTRY: A PATHWAY TO RESPONSIBLE GROWTH

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The insurance market contributes significantly to global sustainability issues through its risk management function and substantial market share. Hence, the study seeks to analyze the implementation processes and the effectiveness of green marketing strategies in the insurance sector by focusing on how insurance companies incorporate sustainability into their core business practices and marketing approaches. A thorough appraisal of industry reports, academic literature, and some case studies of leading insurance providers reveals the dynamic relationship between sustainable practices, which is linked to customer perception and business performance. The research provides results that indicate the successful green marketing strategy in insurance includes product innovation, communicative environmental messaging, and focused sustainability initiatives. Some of the key findings relate to such initiatives improving, in general terms, the reputation of companies in the eyes of the customer for green marketing. Still, their success variably releases effects based on market maturity and customer awareness. Additional core challenges highlighted are based on greenwashing concerns and costs incurred in implementing these green policies. These insights would thus be important for better practices from the insurance firm's perspective towards sustainability and policymakers' role in shifting the industry towards more sustainable practices. It, therefore, increases the body of knowledge concerning sustainable business practices while providing concrete recommendations for players in the insurance industry.

INTRAPERSONAL VS INTERPERSONAL RELIGIOSITY: WHICH DRIVES TAX COMPLIANCE AMONG SMALL BUSINESSES?

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In settings where tax enforcement mechanisms often fall short, understanding the moral and behavioural drivers of tax compliance becomes vital. This study investigates the influence of religiosity divided into intrapersonal (internal belief) and interpersonal (communal religious practice) dimensions on tax compliance among small business owners in Mbarara City, Uganda. Specifically, it is guided by three objectives: (1) to examine the correlation between intrapersonal religiosity and tax compliance, (2) to examine the correlation between interpersonal religiosity and tax compliance, and (3) to determine the combined contribution effect of both dimensions on tax compliance. Drawing on Adam Smith's Theory of Moral Sentiments, the study positions religiosity as a form of internal moral regulation that potentially influences civic behaviour. Using a cross-sectional survey design and responses from 346 participants, the results reveal that both intrapersonal and interpersonal religiosity significantly predict tax compliance with interpersonal religiosity slightly edging out its internal counterpart in predictive strength. These findings underscore the moral complexity of tax behaviour in religious societies and offer a compelling case for integrating religious values into compliance strategies. Practically, the study suggests that faith-based outreach if anchored in sincere moral framing rather than bureaucratic messaging—could offer an underutilized path toward enhancing voluntary compliance.

REVOLUTIONIZING ECONOMIC GROWTH THROUGH SKILLS-BASED EDUCATION: A HUMAN CAPITAL PERSPECTIVE FROM UGANDA

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Purpose: This study investigates the role of human capital in driving economic growth in Uganda, focusing on how skills-based education and related human capital indicators influence GDP per capita. The research aims to provide empirical insights into which aspects of human capital education expenditure, educational attainment, labour force participation, and health expenditure most significantly impact economic performance.

Design/methodology/approach: The study adopts a quantitative approach using time-series data and applies the Autoregressive Distributed Lag (ARDL) model to analyse both short- and long-run relationships. The model accommodates the mixed order of integration in the variables. Key human capital indicators are regressed against GDP per capita to assess their individual and collective effects on economic growth. Stationarity was tested using the Augmented Dickey-Fuller (ADF) test.

Findings: The results indicate that educational attainment and health expenditure have significant and positive effects on GDP per capita in both the short and long run, underscoring their critical role in human capital development. Conversely, education expenditure shows a negative and statistically significant relationship in the long run, suggesting potential inefficiencies in spending. Labour force participation among youth was found to be insignificant. These findings highlight the importance of not just investing in education and health, but also ensuring that investments are efficient and skill-oriented.

Research limitations/implications: The study is limited by its use of secondary macroeconomic data and a country-specific focus, which may restrict generalizability. Future research could incorporate micro-level data and explore cross-country comparisons to broaden understanding of the education-growth nexus.

Originality/value: This study contributes to the human capital and economic growth literature by emphasizing the differentiated impacts of education quality (attainment) versus education quantity (expenditure). It offers policy-relevant insights into how Uganda can revolutionize economic growth through targeted, skills-based human capital investments.

Keywords: Human capital, skills-based education, GDP per capita, economic growth, Uganda, ARDL, education expenditure, educational attainment, health expenditure

Paper type: Research paper

STAFF INTEGRITY, EFFORT QUALITY TO SUSTAINABILITY AND GREEN PUBLIC PROCUREMENT ADOPTION IN UGANDA

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In response to the growing demand for green public procurement in addressing socio-environmental challenges, this study focused on the influence of staff integrity and effort quality to sustainability on green public procurement adoption in Uganda. Aligned with the conference sub theme of "Revolutionizing Skills-Based Education for Socio-Economic Transformation and Employability". The specific objectives of the study were to establish the influence of staff integrity, effort quality to sustainability on green public procurement adoption, and to determine the combined effect of staff integrity and effort quality to sustainability on green public procurement adoption. A quantitative descriptive cross-sectional research design was used in line with the ontology of objectivism and epistemology of positivism. Through the use of stratified sampling design, 259 respondents were selected to form a sample of the study out of the population of 790 civil servants. The respondents comprised of chief procurement officers, senior procurement officers, assistant procurement officers, inventory management officers, and assistant inventory management officers. A self-administered questionnaire was used to collect data from the respondents. Multiple regression analysis was conducted to ascertain the predictors and their level of prediction on the dependent variable. Results from the analysis indicate that both staff integrity and effort quality to sustainability have significant influence on green public procurement adoption. The independent variables in combination explain 10.9% change in green public procurement adoption. Based on these results, it is recommended that, the government of Uganda and the PDEs should beef up the ethical code of conduct of staff manning procurement activities so as to adapt to the new changes in the procurement field such as green public procurement. Additionally, there is need for PDEs to redirect their efforts towards green procurement so as to enhance engagement in green procurement. The findings of this study provide practical insights for policymakers and procurement practitioners to realize the successful adoption of the much-needed green public procurement.

Keywords: procurement, public procurement, staff integrity, effort quality to sustainability, green procurement adoption, Uganda

SUSTAINABLE TOURISM AND ITS IMPLICATIONS ON HIGHER EDUCATION IN UGANDA

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Sustainable tourism has emerged as a key strategy for economic growth, environmental protection, and cultural preservation in developing countries. In Uganda, where tourism is a vital contributor to GDP and employment, integrating sustainability into tourism practices is essential. This paper explores the relationship between sustainable tourism and higher education in Uganda, assessing how universities and training institutes are responding through curriculum development, research, and community engagement. Using a mixed-methods approach including literature review, institutional case studies, and stakeholder interviews the study identifies critical intersections between academic institutions and sustainable tourism initiatives. The findings reveal a growing academic emphasis on sustainability-focused training programs, applied research in conservation, and partnerships with local communities. However, gaps remain in policy alignment, funding, and inclusion of indigenous knowledge. The paper concludes with recommendations for strengthening the role of higher education in advancing sustainable tourism and achieving long-term national development goals.

THE EFFECT OF BANKING SECTOR DEVELOPMENT ON THE ECONOMIC GROWTH IN KENYA

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The synergy between banking sector development and economic growth creates a seamless flow of mutual influence,

resembling a harmonious dance of progress. Central to this relationship is the pivotal concept of capital formation and investment. As the banking sector expands, it effectively collects savings from individuals and businesses, channeling these funds into investments that support economic growth. This study aimed to examine the effect of banking sector development on the economic growth of Kenya. To achieve this, the researcher adopted a quantitative descriptive research design, analyzing a dataset that spans an extensive time frame of ten years, covering the period from 2014 to 2023. The data was collected quarterly from the Central Bank of Kenya (CBK), the Kenya National Bureau of Statistics (KNBS), and the Kenya Bankers Association (KBA). The compiled data underwent a meticulous sequence of essential steps, beginning with editing and coding, followed by analysis using SPSS. Multiple regression models proved invaluable in this context, rigorously analyzing the data. R-Square value of 0.807 demonstrates that 80.7% of the variation in GDP can be accounted for by the predictor variables in the model, highlighting its substantial explanatory power. The findings revealed that an increase of one unit in the size of the banking sector results in a 0.001 units increase in GDP, significant when all variables are held constant ($B = 0.004$, $p = 0.000 < 0.05$). Additionally, an increase of one unit in banking sector stability corresponds to a GDP increase of 0.247, also significant ($B = 0.247$, $p = 0.03 < 0.05$). In contrast, an increase in lending rates leads to a 0.169 units increase in GDP; however, this effect is not statistically significant when all variables are controlled ($B = 0.169$, $p = 0.078 > 0.05$). Nonetheless, lending rates play a crucial role in determining economic growth. Furthermore, an increase of one unit in banking sector efficiency results in a 0.014 units increase in GDP, which is significant ($B = 0.014$, $p = 0.007 < 0.05$), indicating that the efficacy of the banking sector significantly influences economic growth. Lastly, an increase of one unit in inflation results in a 0.273 units increase in GDP, significant as well ($B = 0.273$, $p = 0.006 < 0.01$). This finding illustrates the relationship between inflation, measured by the Consumer Price Index (CPI), and economic growth. Future research should consider incorporating additional variables that influence economic growth, such as foreign direct investment, government spending, and consumer confidence. Moreover, integrating qualitative methods, such as interviews or surveys, could provide deeper insights into the perceptions and behaviors of stakeholders within the banking sector.

THE MODERATING EFFECT OF FIRM RESPONSES ON CUSTOMER COMPLAINT BEHAVIOUR AND CUSTOMER LOYALTY

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Purpose: Studied the moderating effect of firm responses on customer complaint behaviour and customer loyalty among mobile telephone subscribers. It was to determine whether the relationship between customer complaint behaviour and customer loyalty was statistically significant, and to examine the influence of firm responses on customer loyalty.

Methodology: Descriptive cross-sectional survey and Stratified random sampling were used and used a sample of 384 mobile phone. Primary data were collected from 336 respondents. A pilot study was used to establish the reliability and validity of the questionnaire, and testing for parametric assumptions performed. Descriptive statistics and inferential statistics (factor analysis, correlations and regression tests) were used to analyse the data.

Findings: Showed the influence of customer complaint behaviour on customer loyalty to mobile telephone companies to be both directly and partially moderated by firm responses. Customer complaint behaviour had a statistically significant positive effect on customer loyalty.

Contributions, implications and originality: Contributes to existing theory by illuminating firms' responses to customer complaint behaviour, by offering more explicit clarification of the relationship between customer complaint behaviour, firm responses and customer loyalty. managers of mobile phone companies should improve how customer complaints are handled by considering the various dimensions of firm responses.

Keywords: Customer Complaint Behaviour, Customer Loyalty, Firm Responses, Makerere University, Uganda

THE ROLE OF FAMILY RESOURCES ON RESILIENCE OF FAMILY BUSINESSES. A DEVELOPING COUNTRY PERSPECTIVE.

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Purpose – This study aims to examine the association between family resources dimensions and the resilience of family business in a developing country- Uganda.

Design/methodology/approach – This study adopted a cross-sectional and quantitative approach. Data were collected from a sample of 308 family businesses using a self-administered questionnaire. Partial least squares structural equation modeling (PLS-SEM) was employed using Smart PLS 4.0 software to analyse the results.

Findings – The findings reveal that all dimensions of family resources (human capital, social capital and financial capital) are significantly and positively associated family business resilience, with social capital exhibiting a stronger influence on resilience compared to financial and human capital.

Research limitations/implications – This study employed a cross-sectional design; thus, it was impossible to monitor changes in the behavior of family businesses over time. It may be possible to generalize the findings of this study to other developing countries.

Originality/value – This study provides initial empirical evidence on the relationship between family resource dimensions and resilience of family business which previous studies had not much paid attention on especially by using evidence from a developing country like Uganda.

Keywords: Family resources, human capital, financial capital, social capital, family business, resilience, Uganda
Paper type: Research paper

INNOVATION ATTRIBUTES AND ISLAMIC INSURANCE (TAKAFUL)ADOPTION DECISION: THE MODERATING EFFECT OF CONVENTIONAL INSURANCE PREMIUMS(PRICES)

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This study investigates the influence of innovation attributes on the adoption of Islamic insurance (Takaful) in Uganda—a relatively new market with no licensed Takaful provider—and examines whether conventional insurance premiums (pricing) moderate this relationship. A cross-sectional survey of 384 insurance policyholders was conducted using a structured questionnaire and convenience sampling. Descriptive statistics summarized the data, while Structural Equation Modeling (SEM) tested the hypothesized relationships.

Findings reveal that innovation attributes significantly and positively influence Takaful adoption decisions. Specifically, the first-order constructs—**complexity**, **compatibility**, and **relative advantage**—are each significant predictors of Takaful adoption. Although the interaction between conventional insurance premiums and innovation attributes shows a positive direction, it does not exert a statistically significant effect on adoption decisions.

The study offers practical implications for both industry practitioners and regulators. Insurers seeking to introduce Takaful products should highlight their perceived benefits (relative advantage), ensure alignment with customer values and preferences (compatibility), and address concerns regarding ease of understanding and transparency (complexity). Regulators are urged to establish supportive policies that promote Shariah compliance, encourage innovation, protect consumers, and facilitate sustainable growth of the Takaful sector.

This research provides a foundational understanding of how innovation attributes shape Takaful adoption in emerging markets and offers insights into the nuanced role of conventional insurance pricing in influencing these decisions.

Key words – Innovation Attributes, Relative Advantage, Complexity, Compatibility, Takaful Adoption

Paper type - Research Paper

PAYMENT PRACTICES, SUPPLIER CAPABILITY AND SUPPLIER PARTICIPATION IN PUBLIC PROCUREMENT. A CASE OF PRIVATE FIRMS IN GULU CITY, UGANDA

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This study focused on the influence of Payment Practices, Supplier Capability and Supplier Participation in Public Procurement. A Case of Private Firms in Gulu City, Uganda. Aligned with the conference sub theme of " Procurement, Logistics, and Supply Chain Skills for Development ". The specific objectives of the study were to establish the relationship between payment practices and supplier participation in public procurement among private firms in Gulu city, to determine the relationship between supplier capability and supplier participation in public procurement among private firms in Gulu city, and find out the combined effect of payment practices and supplier capability on supplier participation in public procurement among private firms in Gulu city. A quantitative descriptive cross-sectional research design. Through the use of purposive and simple random sampling, 367 respondents were selected to form a sample of the study out of the population of 5000 employees. The respondents included, procurement managers, finance managers, production managers, stores managers, marketing managers and proprietors who have knowledge of the subject matter. A self-administered questionnaire was used to collect data from the respondents. Multiple regression analysis was conducted to ascertain the predictors and their level of prediction on the dependent variable. Results from the analysis indicate that both payment practices and supplier capability have a significant influence on Firm Participation. The independent variables in combination explain 11.9% change in Firm Participation. Based on these results, it is recommended that the government of Uganda should embrace good payment methods, policies, and settle financial obligations of suppliers on time so as to inspire firms to participate in public procurement opportunities. Additionally, there is need for private firms to build their capability in terms of machinery and equipment, trained personnel, quality work and adequate working capital so to enhance their participation, performance and meet government procurement needs. These changes will go a long way to boost participation of the firms in public procurement opportunities.

Keywords: Procurement, Public Procurement, Payment Practices, Supplier Capability and Supplier Participation, Uganda

REQUIREMENTS FOR A MULTIMEDIA KNOWLEDGE MANAGEMENT AGRICULTURAL PLATFORM FOR SHARING KNOWLEDGE AND MARKETING PRODUCE BY FARMERS IN UGANDA

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Note: *This paper is an extract from the ongoing research project titled "developing a model for a multimedia knowledge management agricultural platform for sharing knowledge and marketing produce by farmers in Uganda" and funded by Makerere University Business School under the Faculty of Vocational and Distance Education.*

Purpose: The purpose of this study is to derive requirements for a multimedia knowledge management agricultural platform for sharing knowledge and marketing produce by farmers. The study seeks to address the challenges faced by farmers in accessing agricultural information due to technological, economic, social, and policy-related barriers.

Study Design/Methodology/Approach: The study employs a design science research methodology, encompassing six steps: problem identification, objective definition, design and development, demonstration, evaluation, and communication. Data was collected through questionnaires from a sample of 69 rural farmers in the central region of Uganda, focusing on their challenges in accessing agricultural information and the requirements for the proposed platform. Descriptive statistics were used to analyze the data, providing insights into the needs and expectations of the farmers.

Findings: The findings reveal significant barriers to accessing e-agricultural information, including inadequate digital infrastructure, high costs of technology, lack of support from social networks, and insufficient government policies. The study identifies key functional and non-functional requirements for the multimedia platform, highlighting the need for features such as social media integration, expert knowledge access, user-friendly interfaces, and localized content in various languages. The results indicate a strong desire for continuous education and capacity building among farmers.

Originality/Value:
This research is innovative as it focuses on deriving requirements for developing an inclusive multimedia platform that caters to the diverse needs of Ugandan farmers, regardless of their literacy levels or access to technology. By prioritizing user-friendly design and accessibility, the model aims to enhance agricultural productivity and sustainability, ultimately contributing to poverty alleviation and economic growth in rural communities. The anticipated outcomes are expected to influence policy decisions and encourage further investments in agricultural innovations in Uganda.

TOURIST ENGAGEMENT AND RESPONSE TO SHORT TOURISM VIDEOS: A NETNOGRAPHIC STUDY OF UGANDA ON TIKTOK, INSTAGRAM REELS, AND YOUTUBE SHORTS

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Can a 30-second video clip of a waterfall, a gorilla, or just someone dancing in a village square really make you want to visit Uganda? Maybe. Maybe not immediately, but it stirs something. This study explores that "something" by looking at how tourists engage with short-form tourism videos about Uganda across TikTok, Instagram Reels, and YouTube Shorts. Using a qualitative netnographic approach, the analysis focused on 70 high-engagement videos and their associated user comments, likes, and shares. Guided by the Stimulus–Organism–Response (S–O–R) model and enriched through Telepresence Theory, the findings suggest that viewers aren't just watching they're dreaming, reminiscing, projecting themselves into landscapes they've never seen. Particularly for diaspora audiences, some of this content seemed to offer a kind of digital homecoming. Interestingly, while emotional immersion dominated viewer responses, only a smaller subset expressed behavioral intention, such as travel planning or inquiry. The gap between emotion and action? Still there. But for countries like Uganda, often overlooked in mainstream tourism media, these videos may offer more than marketing but Theyre stories. Invitations. And sometimes, mirrors.

KEYWORDS: Short-form tourism videos, destination promotion, TikTok tourism, Netnography, emotional engagement, Telepresence, S–O–R model

EFFECTS OF BUDGET ABSORPTION ON PERFORMANCE OF COUNTY GOVERNMENTS IN KENYA

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Budget absorption rate refers to the share of the actual expenditure out of the targeted(budgeted). It is a great benchmark for determining the efficiency and effectiveness of the counties on the utilization, implementation, formulation and execution of county budget. Absorption rate indicates the ability of the counties to co-finance projects and activities, macroeconomics capacity and administration performance. This research sought to establish effect of budget absorption on the performance of county government. Budget absorption is supported by planning, organizing and a quality expenditure control tool. The research focused on the forty-seven counties and the independent variables of the study were Budget allocation, Development expenditure and County Revenue Collection. The secondary data was obtained from KNBS & OCOB. The results were presented inform of tables, figures and graphs. Budget ensures efficiency and effectiveness to the limited allocated resources. Budget is a management and regulation tool used to effectively manage the public funds with the aim of efficiently optimizing financial realization performance targets. The researcher recommends the counties and national government to develop a clear development plan that will reduce non-essential expenditure. The comprehensive development roadmap will act as guidance and compass for the prudential expenditure. This will enhance optimal development of projects. Moreover, the county should determine the optimal staffing that ensure business continuity and reduce the county wage bill. The public involvement and periodic release of county budget absorption rate report will promote prudential expenditure. The study recommends the utilization of experts in budget formulation, utilization, implementation and execution to realize the budget absorption.

INFORMATION INTEGRATION AND SUSTAINABILITY OF HEALTH PROJECTS: THE MEDIATING ROLE OF PROJECT RISK MANAGEMENT

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Purpose – The purpose of this paper is to examine the relationship information integration and sustainability of health projects, mediated by project risk management.

Design/methodology/approach – The study employed a cross-sectional **and** quantitative research design**, using** correlation and regression analysis **to test the hypotheses. A sample of** 120 key project participants **(project managers, coordinators, and opinion leaders) was drawn from** 40 health projects **in the** Central Region of Uganda**. Data were analyzed using** SPSS and Smart PLS

Findings – Information integration and PRM significantly predict the sustainability of health projects in Uganda by 49.1%. Also, PRM **partially mediates the relationship between information**

integration and project sustainability, highlighting the need for stronger risk management structures in ensuring long-term success.

Research limitations/implications – Only a single research methodological approach was employed; thus, future research through interviews could be undertaken to triangulate results.

Practical implications – the study highlights the importance of integrating information-sharing systems to enhance sustainability. Healthy organizations should invest in robust information management frameworks to facilitate knowledge sharing, timely risk assessment, and effective decision-making to boost existence of projects beyond donor funding.

Originality/value – This study contributes to the body of knowledge by finding further support on the relationship between relationship information integration and sustainability of healthy projects. It further demonstrates that project risk management partially mediates the relationship between relationship information integration and sustainability of healthy projects which has been scanty in project management literature.

Keywords: information integration, project risk management, sustainability, health projects

Paper type- Research paper

SOCIAL MEDIA ADAPTABILITY, MESSAGE STRATEGY AND EFFECTIVE PUBLIC RELATIONS IN INSTITUTIONS OF HIGHER LEARNING IN KAMPALA

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Purpose- The purpose of the study was to examine the relationship between social media adaptability, message strategy and effective public relations in institutions of higher learning in Kampala district.

Methodology- The study adopted a cross-sectional design and quantitative data was collected from 86 institutions of higher learning using a self- administered a questionnaire. Data was analysed through correlation coefficients and linear regression using Statistical Package for Social Sciences.

Findings- Results showed a significant positive relationship between message strategy and effective public relations in institutions of higher learning. The results further showed a significant positive relationship between social media adaptability and effective public relations in institutions of higher learning. The results also indicated that social media adaptability and message strategy jointly explain 55.2% of the variation in effective public relations in institutions of higher learning, with message strategy being the stronger predictor followed by social media adaptability.

Originality- The study offers initial evidence on the role of message strategy, social media adaptability on effective public relations in institutions of higher learning.

Keywords Effective public relations, message strategy, social media adaptability

LEVERAGING MACHINE LEARNING TO ADDRESS STUDENT DROPOUT AT UGANDA INSTITUTE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY

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This study addresses the persistent challenge of student dropout at the Uganda Institute of Information and Communications Technology (UICT) by leveraging machine learning (ML) to predict at-risk students and enable proactive interventions. Despite institutional efforts such as financial aid, counseling, and flexible

scheduling, dropout rates peaked at 36% in 2019/2020, with academic struggles, financial constraints, and social factors as key contributors. The project developed an ML-based predictive system using historical student data (2022/2023 Cohort) encompassing academic performance and demographics. Six algorithms - Logistic Regression (LR), Decision Tree (DT), Random Forest (RF), Support Vector Machine (SVM), Neural Networks (NN), and XGBoost - were trained and evaluated, with XGBoost achieving the highest performance (F1-score: 0.99, AUC-ROC: 0.86). Deployed as a web application using Django, the system provides real-time alerts to stakeholders for targeted interventions like tutoring and financial support. Challenges included data imbalance and infrastructure constraints, mitigated via cloud-based tools. The study demonstrates ML's potential to transform retention strategies in resource-limited settings, aligning with Uganda's SDG 4 goals. Future work recommends expanding datasets, integrating explainable AI (XAI), and scaling the system to other institutions. This research contributes a context-specific, data-driven framework to combat dropout, enhancing UICT's academic outcomes and institutional reputation.

Keywords: Machine learning, student dropout, predictive analytics, higher education, Uganda, retention strategies.

ASSESSING DATA MANAGEMENT PRACTICES AND REQUI REMCNTS FOR DATA-DRIVEN DECISION-MAKING IN UGANDAN TERTIARY INSTITUTIONS: A CASE OF UICT

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This study examines institutional data management practices and requirements for supporting data-driven decision-making (DDDM) in Ugandan tertiary education, using the Uganda Institute of Information and Communications Technology (UICT) as a case study. The purpose was to assess current practices, identify challenges, and establish requirements for strengthening evidence-based governance. A Design Science Research (DSR) approach was adopted, with the article reporting on Phase I — Institutional Assessment. Data were collected through baseline and follow – up surveys with Staff (n=58 and n=17), semi-structured interviews, and document and system analysis. Findings reveal a highly fragmented data environment, with student, staff, and financial records dispersed across siloed systems (ACMIS, HRMIS, LMS, and financial platforms). Staff reliance on Excel and Access dominates, with minimal adoption of advanced analytics tools such as Power BI and Python. Confidence in using data was moderate and uneven across departments, while access barriers and unclear governance frameworks limited usability. Data use was largely event-driven around admissions, budgeting, and appraisals. The study contributes institution-specific insights into barriers to DDDM and outlines requirements for open dataset architectures in low-resource settings. The implications highlight the need for stronger data governance, policy operationalization, and capacity development to institutionalize a sustainable DDDM culture in Ugandan higher education.

FINANCIAL RESILIENCE OF SMALL AND MEDIUM ENTERPRISES IN UGANDA: CASE OF SMEs IN GULU CITY (PHD PROPOSAL WORK IN PROGRESS)

Irene Ayoo Oywa, Rachel Mindra, Agnes Nassuna, Musa Moya, Ismael Nkambwe

Small and Medium Enterprises (SMEs) play a significant economic role in local, national, and global economies. 90% of economically active SMEs contribute to 60% of the GDP in developed and developing countries. They also have severe deficiencies in access to financial resources, low competitive advantage, and are extremely susceptible to disruptive shocks. The financial

resilience of SMEs is significant to the process of adopting financially in the face of shocks to survive during turbulent periods. These shocks have different frequencies for SMEs, in terms of catastrophic events and market disruption trends. The literature reveals that SMEs have suffered from natural disasters, political turmoil, economic crises, market access challenges, institutional failures, and infrastructural and technological obstacles in their business recovery. SMEs can also be vulnerable to economic downturns and other external factors that affect their financial resilience. From this view, this study offers a new perspective on SMEs continued resilience in the industry most especially after the pandemic. This has been viewed as subject to business collapse and mushrooming SMEs amidst COVID-19 impact. The study examines the relationship between management ineptness, gender diversity, digital payments and financial resilience of SMEs in Uganda. The study uses the resource-based view, organization ecology and the diffusion of innovations theory. The study uses both qualitative and quantitative approaches on a cross-sectional survey.

Key Words: Financial resilience, Managerial ineptness, Gender diversity, Digital payments, SMEs, Uganda.

ENERGY MANAGEMENT IN MANUFACTURING ENTERPRISES: THE ROLE OF INSTITUTIONAL PRESSURES INTERNAL COMMUNICATION IN A DEVELOPING COUNTRY PERSPECTIVE

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Purpose- The purpose of this paper is to investigate the relationship between institutional pressures, internal communication and energy management in manufacturing enterprises.

Methodology- Cross-sectional data collected from 186 manufacturing enterprises in Uganda is analysed using Statistical Package for Social Sciences (SPSS).

Results- The study reveals that institutional pressures are positively and significantly related with energy management. Also, internal communication is positively and significantly related with energy management. Further analysis indicated that internal communication and institutional pressures combined significantly predict energy management energy management. However internal communication is a significant contributor than institutional pressures.

Practical implications- Policy makers should consider factors that enhance internal communications with in organizations to realize the potential of energy management.

Originality- This study investigates the antecedent role of institutional pressures and internal communication on energy management in a single framework validated from the Ugandan setting, a developing country context.

Key words: Energy management, Manufacturing Enterprises, Institutional Pressures, Internal Communication

IS UGANDA'S TRADE COMPLEMENTARY WITH ITS EAC PARTNERS?

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This study sought to evaluate the extent to which Uganda's trade profile aligns with the import needs of its East African Community partners, with the aim of identifying opportunities for enhanced trade and exploring the implications of Uganda's trade performance within the EAC. The study employs the Trade Complementarity Index (TCI) and Trade Intensity Index (TII) to analyze Uganda's trade flows with its EAC partners between 2013 and 2023. It uses sectoral trade data from the International Trade Centre and UN Comtrade, focusing on Uganda's top export merchandise and its alignment with EAC partner states' import needs. Uganda's trade complementarity with its EAC partners is relatively low across key sectors, such as prepared foodstuffs and chemicals, despite significant regional demand and preferential access. Trade intensity trends reveal a reliance on traditional markets like South Sudan and Kenya, while newer markets like Tanzania and Rwanda remain underexploited. Policymakers ought to prioritize aligning Uganda's export portfolio with EAC demand, focusing on high-potential sectors. Business practitioners are advised to leverage market intelligence and capacity-building initiatives to enhance production and market competitiveness within the EAC. This study contributes to the understanding of Uganda's regional trade dynamics by providing sector-specific insights into trade complementarity and intensity, offering evidence-based recommendations for enhancing Uganda's export performance within the EAC. Keywords: Trade complementarity, trade intensity, Uganda, East African Community

INSTITUTIONALIZING SOCIAL MEDIA FOR EFFECTIVE INFORMATION SHARING IN INSTITUTIONS OF HIGHER EDUCATION IN UGANDA; THE MODERATING ROLE OF COMMUNICATION CLIMATE

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In the current information age, Institutions that effectively exchange information among the concerned stakeholders can easily achieve competitive advantage over their counterparts. This study tested the moderating role of communication climate in the relationship between Institutionalization of social media and Effective Information Sharing in Institutions of Higher Education in Uganda. The study adopted a cross-sectional survey design that involved collecting quantitative data from 144 out of 225 institutions in Uganda. In order to test the study hypotheses, the study used Structural Equation Modeling of AMOS to test the direct relationships and followed the guidelines of Kenny (2018) on moderation effect size and the slope analysis by Dawson (2014) to test the moderating effect of communication climate. Results revealed that in a positive communication climate, the impact of institutionalization of social media on effective information sharing is high compared to a negative communication climate. This study was quantitative in nature. Future studies could look at the qualitative aspects of the study where an in-depth description of the concepts maybe acquired from the study respondents. Further still, this study was correlational in nature. Future studies can look at the causal inferences of the study concepts through a longitudinal and or experimental design. The study focused on

the moderation role of communication climate in the relationship between institutionalization of social media and effective information sharing. Future studies can explain the relationships between the independent and dependent variables using other concepts that can explain effective information sharing.

Key Words: Institutionalizing Social Media, Communication Climate, Information Sharing

CONSUMER AWARENESS AND ADOPTION OF CLEAN COOKING TECHNOLOGIES: DIAGNOSING RELATIONSHIPS AND MEASUREMENT MODELS IN A DEVELOPING COUNTRY CONTEXT

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Purpose This study aims to examine the psychological dimensions of consumer awareness, specifically knowledge of cooking technologies, health awareness, and knowledge of economic benefits, and their influence on the adoption of clean cooking technologies (CCTs) in a developing country context. It addresses the persistent gap in understanding consumer behavioral factors affecting CCT uptake in low-income settings, with a focus on Uganda.

Design/methodology/approach Guided by the Technology Acceptance Model (TAM), this study developed a structural model to analyze the influence of three cognitive dimensions of consumer awareness on CCT adoption. A cross-sectional survey was conducted among 359 households across the five divisions of Kampala. Data were analyzed using Structural Equation Modelling (SEM) via Smart PLS, assessing both measurement and structural model properties, including reliability, validity, and predictive power.

Findings All three dimensions of consumer awareness significantly predicted adoption behavior. Health awareness ($\beta = .299$, $p < .001$) and knowledge of economic benefits ($\beta = .195$, $p = .002$) emerged as the most influential factors, while knowledge of cooking technologies ($\beta = .118$, $p = .045$) also contributed, albeit modestly. The model exhibited high explanatory power ($R^2 = .961$), and the results advanced the centrality of psychological perceptions, particularly health risks and economic value, in shaping adoption decisions.

Practical implications The findings suggest that CCT interventions should incorporate demand-side strategies rooted in behavioral change. Alos, policymakers should prioritize health education and economic literacy campaigns and design consumer-centric programs that emphasize perceived benefits to promote sustainable CCT adoption.

Originality/value This study presents a structural model for consumer awareness and CCT Adoption from primary data, with the help of Smart PLS Software. It contributes to both the technology adoption and energy access literatures by empirically validating a TAM-based framework that incorporates health and economic awareness as critical determinants of clean energy transitions.

Keywords: Consumer awareness, clean cooking technologies, health awareness, knowledge of economic benefits, knowledge of cooking technologies and clean cooking technology adoption

Paper type: Research paper

SUSTAINABILITY PRACTICES AND EXPORT PERFORMANCE OF EXPORTING FIRMS IN UGANDA

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Purpose- The purpose of the study is to examine the impact of sustainability practices on export performance of exporting firms in Uganda.

Design/ Methodology/ approach- A cross-sectional research design was used to collect data from 265 Ugandan exporting firms. A questionnaire was used to gather this data and Statistical Package for Social Sciences (SPSS) was used to conduct correlation, regression and hierarchical regression to establish the relationship between sustainability practices and export performance.

Findings- The findings reveal that most firms have adopted sustainability practices to different extents. On the environmental side, practices like eco-friendly packaging, supplier compliance with environmental standards, and green supply chain integration are common. Socially, firms comply well with labor standards and engage with their communities, though they face challenges in providing competitive employee benefits. Economically, firms focus on cost efficiency, modern production methods, and economies of scale in logistics.

Practical implications: The findings offer practical insights for exporting firms in emerging economies to adopt strategic decisions about adopting sustainability practices to improve export performance.

Originality/value: this study contributes original insights into the strategic application of sustainability practices within the exporting sector. It highlights the role of these practices in ensuring and promoting export performance, offering a nuanced understanding of how exporting firms can align their exporting goals with sustainability imperatives.

Keywords: Sustainability practices, exporting performance, exporting firms

Paper type: Research Paper

COUNTRY OF ORIGIN EFFECT AND CONSUMER LOYALTY TO FOREIGN BRANDS IN UGANDA: A MEDIATED MODERATED APPROACH

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Purpose – The study examined the influence of country-of-origin effect and consumer perceptions on loyalty to foreign brands in Uganda, while testing the mediating role of consumer perceptions and the moderating effects of celebrity endorsements and social media exposure.

Methodology – A cross-sectional survey design with a quantitative, deductive reasoning approach was adopted. The target population consisted of consumers in Uganda who used foreign brands, with a final sample of 402 respondents, primarily drawn from urban areas. Data were analysed using SPSS and AMOS. Confirmatory Factor Analysis (CFA) was conducted to establish model fit, validity, and reliability. Structural Equation Modelling (SEM) was employed to test the hypothesised direct, mediating, and moderating relationships.

Results – The study found positive and statistically significant relationships among all key variables. Country-of-origin effect significantly influenced consumer perceptions and brand loyalty. Consumer perceptions significantly mediated the relationship between country-of-origin effect and brand loyalty. Additionally, both celebrity endorsements and social media exposure significantly moderated key paths within the model, enhancing the overall impact on brand loyalty.

Originality – This study presents a novel examination of foreign brand loyalty using a mediated-moderated model within a Ugandan consumer context. It integrates traditional branding concepts such as country-of-origin effect with modern digital and

influencer marketing variables, providing a comprehensive perspective rarely explored in sub-Saharan African markets.

Practical Implications – The study highlights the importance of leveraging favourable country-of-origin perceptions, credible celebrity endorsements, and strategic social media engagement to enhance consumer loyalty toward foreign brands. Marketers targeting urban Ugandan consumers should design integrated brand communication strategies that reinforce product origin, shape consumer perception, and maximise exposure through trusted influencers and digital platforms.

Keywords: Country of Origin, Consumer Loyalty, Foreign Brands, Uganda

Paper type: Research Paper

KNOWLEDGE UTILIZATION AMONG COFFEE FARMERS IN UGANDA

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Purpose- Knowledge is a fundamental resource in transformation when management well. Many studies in developed countries reveal that the innovation we see today would not have occurred without proper utilization of knowledge. Much as; Uganda vision 2040, Agenda knowledge for development, 2019, SDGs 17, and NDP IV focus on promoting knowledgeable society for accelerated economic growth, knowledge utilization in practice is still very low. Other studies have also indicated that knowledge does not automatically influence utilization. The purpose of this study is to address the gap in understanding what makes knowledge utilization happen, by looking at 10 objectives based on the relationships between; capacity Building, Collaborations, Performance expectancy, Individual adaptability, and Knowledge Utilization.

Methods- This study adopts critical realism philosophical stance which assumes both positivism and interpretivism, with an explanatory sequential cross-sectional research design. The study area comprises of coffee farmers in the Central and Eastern region having the highest number of coffee farmers.

Study population targets the coffee farmers.

RETIREMENT PLANNING AMONG ADMINISTRATIVE STAFF IN PUBLIC UNIVERSITIES IN UGANDA

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Abstract for PhD Symposium from Proposal Work

Purpose: This study will examine the relationship between Personal Initiative, financial literacy, social capital, and retirement planning among administrative staff in Public Universities in Uganda.

Design/Methodology/Approach:
The study proposes to use a mixed-method approach of quantitative and qualitative research methods, a cross-sectional survey, and an explanatory sequential research design.

Quantitative method: The study will use a self-administered structured questionnaire and semi-structured interview guide. Data will be analyzed using the Statistical Package for the Social Sciences (SPSS) and Analysis of Moment of Structures (AMOS). A sample size of 334 using a stratified proportionate approach distributed across Eleven Public Universities in Uganda, will be selected from a population size of 2,025 as determined by the Yamane Model (1973). Administrative staff from Public Universities in Uganda will act as both the Unit of analysis and the unit of inquiry. Data will then be analyzed using descriptive analysis. Descriptive statistics will help summarize the dataset. Component Factor Analysis, ANOVA, Correlation and Regression Analysis

techniques, and Mediation test- Using the Sobel test-Med graph, and bootstrap will be used to test the hypotheses.

Qualitative methods: The researcher will use an interview guide to conduct in-person interviews on retirement planning, focusing on administrative staff. The guide will be designed with probing questions, using purposeful sampling. The interview data will be used to reflect on the experiences of supervisors, strengthening the survey tool and supporting findings. This study will adopt a critical realism philosophical stance, which distinguishes between the real world and the observable world. It posits that knowledge about retirement planning is both structured and unstructured. The structured assumptions assert that retirement planning exists in reality, is real, quantifiable, and can be studied independently of the researcher's influence to achieve the desired outcomes, thus aligning with a quantitative approach. Conversely, this research also recognizes that the reality of retirement planning exists but is also influenced by individuals' thoughts, values, and perceptions, which aligns with a qualitative approach (Burrell & Morgan, 1979).

Application of the study:
The study intends to add knowledge to the existing body of literature. It will arouse the debate and open up new interest for policy, practitioners, and future researchers in the areas of retirement planning. The study will be useful to practitioners by recommending retirement planning strategies and their implementation in developing countries. The findings from this study will allow an understanding of retirement planning and give direction to better policy implementation of strategies among Universities. Feedback from the study findings will also be availed to supporting agencies like the Uganda Retirement Benefits Regulatory Authority (URBRA), the Ministry of Public Service (MoPS), the Retirement Benefit Sector (RBS), the Uganda Bureau of Statistics (UBOS), the Ministry of Finance, Planning and Economic Development (MoFPED), the National Social Security Fund (NSSF), Public Universities in Uganda, and students.

Keywords: Retirement Planning, Financial Literacy, Personal Initiative, and Social Capital

IMPLEMENTATION OF TEACHING AND LEARNING INNOVATIONS IN PUBLIC UNIVERSITIES: CASE OF MAKERERE UNIVERSITY BUSINESS SCHOOL

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This study investigates the relationship between educational management practices and teaching and learning innovations, with teaching and learning reforms as a moderator. A cross-sectional survey of 104 respondents revealed a significant moderating effect of teaching and learning reforms on this relationship. The findings suggest that investing in teaching and learning reforms creates an environment that enhances teaching and learning innovations. The study contributes to the literature by highlighting the importance of teaching and learning reforms in universities. University managers should prioritize the educational reforms to boost innovation by building strong educational management practices and collaborative teaching and learning.

STRATEGIC LEADERSHIP AND SERVICE DELIVERY IN THE PUBLIC SECTOR IN KENYA

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Strategic leadership plays a crucial role in enhancing service delivery within the public sector, particularly in Kenya, where governance challenges, resource constraints, and socio-political complexities often impede the effective provision of public services. This study explores the relationship between strategic leadership practices and service delivery outcomes in the Kenyan public sector. Drawing upon key leadership theories, the research

emphasizes the significance of visionary and innovative leadership, effective decision-making, resource allocation, and the alignment of organizational goals with public expectations. Additionally, it examines the roles of accountability, transparency, and stakeholder engagement in shaping the effectiveness and efficiency of public service delivery. By analysing existing literature and empirical data collected from Kenyan public sector organizations, this study identifies best practices that enhance strategic leadership capabilities and contribute to improved service delivery outcomes.

The findings underscore the need for adaptive leadership approaches that can navigate Kenya's dynamic socio-political and economic environment. Furthermore, the study offers actionable recommendations for strengthening leadership practices in the public sector to foster better public service delivery and support sustainable development. In the context of the national agenda, strategic leadership in public sector institutions is vital for advancing sectors such as education, socio-economic transformation, and employability. This is particularly relevant for revolutionizing skills-based education in alignment with national development goals. By prioritizing technical and vocational education and training (TVET) and ensuring it meets industry demands, public sector leaders can directly address the growing need for a skilled workforce. This, in turn, enhances employability, supports economic development, and fosters entrepreneurship. Leaders who advocate for and implement policies that encourage innovation and entrepreneurship will empower individuals not only to seek employment but also to create new opportunities within the economy. This study calls for a transformative approach to leadership in Kenya's public sector, urging leaders to drive initiatives that integrate TVET into the broader education system, creating a more adaptable, innovative, and highly skilled workforce capable of meeting the demands of a rapidly evolving economy.

Key Words: Strategic Leadership, Public Sector, Service Delivery, Governance, TVET, Employability, Innovation, Economic Development.

TOWARDS A DIGITAL ECONOMY: ASSESSING UGANDA'S ICT INNOVATION ECOSYSTEM – EVIDENCE FROM THE E BOOSTER BASELINE

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Uganda is often cited for its exceptionally high rates of early-stage entrepreneurship, yet systematic evidence on how those businesses convert digital opportunity into sustained growth remains scarce. Drawing on an explanatory-sequential mixed-methods design, this study maps the structure and performance of Uganda's ICT innovation ecosystem through the lens of the E-Booster programme. A census survey of 35 ecosystem organisations, panel data on 57 grant-supported ventures (FY 2022/23–2023/24) and 27 semi-structured interviews with hub managers, regulators, policymakers and local leaders provide the empirical base. Quantitative results show that E-Booster winners increased revenues by a mean 42 percent and user reach by 67 percent within twelve months, yet only 18 percent progressed to commercial scale, principally because of regulatory friction, limited digital literacy among target users and a sharp post-grant funding cliff.

Qualitative analysis reveals four systemic bottlenecks: (i) a fragmented, Kampala-centric support architecture; (ii) a burdensome multi-permit licensing regime; (iii) under-investment in rural connectivity and skills; and (iv) donor-dependent incubators lacking sustainable revenue models. The paper extends entrepreneurial-ecosystem and National Systems of Innovation theory by showing how informal coordination mechanisms (e.g., WhatsApp governance networks) and multi-agency sandboxes substitute for formal institutions in low-income settings. Policy recommendations include a single-window digital licensing portal, a blended-finance growth fund for venture follow-on capital, local-content quotas in public ICT procurement and a permanent triple-helix council to institutionalise co-investment and shared IP services. These measures would move Uganda from a "gateway" to a "growth" ecosystem and offer a replicable blueprint for other late-industrializing countries.

Keywords: ICT: Innovation; entrepreneurship ecosystem; Innovation Ecosystem; regulatory sandbox; digital inclusion; blended finance; Uganda; mixed methods; E-Booster programme; Unserved Communities; Underserved Communities.

DIGITAL MARKETING, BUSINESS CHARACTERISTICS AND SALES PERFORMANCE OF WHOLESALE BUSINESSES IN NAKAWA DIVISION, KAMPALA.

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The study examined the relationship between digital marketing, business characteristics and sales performance of wholesale businesses in Nakawa Division, Uganda. Specifically, the study aimed to establish the relationship between digital marketing and sales performance of wholesale businesses, to examine the relationship between business characteristics and sales performance of wholesale businesses and to examine the predictive power of digital marketing and business characteristics on sales performance of wholesale businesses. The study adopted a cross-sectional research design which was supported with quantitative research approach. The study population was 350 wholesale businesses, from which a sample size of 185 was used and one individual selected from each business as the unit of inquiry. Being a quantitative study, data was collected using a self-administered questionnaire. The correlation results revealed a Pearson correlation coefficient ($r = .422$, $p = .000$) between digital marketing and sales performance while business characteristics and sales performance had ($r = .567$, $p = .000$) which implied that both variables had significant relationships with sales performance. The regression results showed that business characteristics have the most effect on sales performance with a $\beta = .512$ which is higher than that of digital marketing at only $\beta = .304$. The study concluded that the effectiveness of digital marketing appears closely linked to how it is used within each business setting and the extent to which it connects with the target audience, while the characteristics within a business have an important influence on how sales turn out. It was recommended that wholesale business owners can improve the use of digital marketing within their wholesale businesses by acquiring practical digital skills that are relevant to their businesses. Besides, it was also recommended that businesses should keep traditional methods like personal selling, flyers, or local networking to connect with customers who might not be as active online, therefore widening the business's overall reach. In addition, gathering regular feedback and watching market trends can help businesses tweak their marketing and operations to stay competitive and meet customer needs better.

Keywords: Digitisation, Marketing, Sales Performance, Business Characteristics. Kampala

CAPITAL BUDGETING PRACTICES IN LARGE MANUFACTURING FIRMS IN UGANDA

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Capital budgeting practices are foundational to strategic financial management of any firm, particularly in resource-intensive sectors like manufacturing. Despite decades of scholarly consensus on the superiority of sophisticated techniques such as Net Present Value (NPV), Internal Rate of Return (IRR), and Weighted Average Cost of Capital (WACC) and sensitivity analysis, empirical evidence consistently reveals a persistent gap between theory and practice. This disconnect is especially pronounced in developing economies, where firms often default to simplistic methods like Payback Period and Accounting Rate of Return, even for high-stakes investment decisions. Prior studies (e.g., Graham & Harvey, 2001; Mubashar & Tariq, 2018; Andor et al., 2015) have documented the prevalence of non-sophisticated practices, but few have systematically examined the underlying predictors and more so within the African manufacturing context. This study responds to that gap by proposing a multi-theoretical model that not only identifies key determinants but also explores the mediating role of managerial rationality in shaping capital budgeting practices.

Keywords: Capital Budgeting practices, Capital Budgeting Techniques, Investment Appraisal Techniques

EMPLOYABILITY AMONG UNIVERSITY GRADUATES IN UGANDA

Michael Timuzigu

Employability is a key driver for any society's social and economic transformation, just as its limitation is detrimental to development. When people have jobs or businesses, their social and economic well-being is uplifted. They pay taxes and improve productivity, creating the income necessary to provide public services. The inquiry will look at the association between entrepreneurial alertness (EA), Lifelong learning (LLL) and employability with protean career orientation as a mediator. It will take a sequential explanatory mixed-method research approach to better understand the current employability predictors with views of both employed and unemployed graduates. This study will extend the theory of employability by revealing the connection between EA, LLL, PCO, and employability. Hence, educators, employees, policymakers and human resource practitioners will have a new perspective on enhancing employability.

Keywords: Employability, entrepreneurial alertness, lifelong learning, protean career orientation

THE INFLUENCE OF ORGANIZATIONAL AGILITY AND ORGANIZATIONAL STRUCTURE ON THE RELATIONSHIP BETWEEN ADOPTION OF ARTIFICIAL INTELLIGENCE AND PERFORMANCE OF COMMERCIAL BANKS IN KENYA

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The nexus between adoption of artificial intelligence and organizational performance is crucial for businesses navigating dynamic business context being witnessed today. According to Mariani & Borghi (2019)artificial intelligence has tremendous potential to transform business operations. The relationship between adoption of artificial intelligence and organizational performance is fundamentally influenced by internal factors such as organizational agility and organizational structure. Notably, integration of artificial intelligence in organizational strategy is profoundly reshaping organizational structures creating agile structures compared to traditional hierarchical structure (Appio et al., 2021). Artificial intelligence has therefore reshaped both structures and processes leading to more flexible and decentralized organizational

structures which improve operational and cost efficiency (Elkahlout et al., (2024).

Artificial intelligence is increasingly causing a wave of disruption which businesses require to navigate in order to achieve their performance objectives and attain competitive advantage (Bharadwaj et al., 2013; Appio et al., 2021). According to Enrique et al. (2022), adoption of artificial intelligence underpins business transformation which yields sustainable competitive advantage that in turns leads to enhanced profitability and operational efficiency.

Keywords: Adoption of Artificial Intelligence, Organizational Agility, Organizational Structure, Organizational Performance, Commercial Banks.

WILLING AND WAITING: ELECTRIC VEHICLE ATTRIBUTES AND COMMUTER APPETITE FOR MASS PUBLIC ROAD TRANSPORT ELECTRIFICATION IN THE GREATER KAMPALA METROPOLITAN AREA

Nakirijja Judith Flavia
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As urbanization rises across Sub-Saharan Africa, urban areas like the Greater Kampala Metropolitan Area (GKMA) face pressure to transition to climate resilient, inclusive and efficient transport systems. The GKMA struggles with inadequate mass public transport systems, congested transport corridors and eminent exposure to climate induced transport disruptions. This study explores the potential for mass public road transport electrification in the GKMA by quantifying electric vehicle (EV) attribute commuter preferences using a discrete choice experiment and a Mixed Logit (MXL) modeling framework. The study considers transport fare, vehicle range, charging time, vehicle stop speed, emissions, frequency and reliability and infrastructure attributes. The study obtained 4200 choice observations from a diverse GKMA commuter sample, where electric vehicles were selected to a tune of 60.46% of all choice scenarios, suggesting a strong latent demand for more sustainable transport systems. Results reveal commuter sensitivity to multiple EV attributes with charging convenience, EV supporting infrastructure, and emissions reduction standing out as key determining attributes for mass public road transport electrification in the GKMA. Considerable preference heterogeneity is observed for transport fare, vehicle range and charging duration, emphasizing the need for context-based transport planning.

Keywords: *Electric vehicles, mass public transport, commuters*

INFLUENCE OF FINANCIAL REPORTING AGGRESSIVENESS, TAX COMPETITION, AND CAPITAL MOBILITY ON PROFIT SHIFTING BY MULTINATIONAL COMPANIES IN UGANDA

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Profit shifting has emerged as a strategic practice employed by multinational companies (MNCs) to optimize their tax obligations. MNCs shift profits from high to low tax jurisdiction, thereby effectively lowering their tax liability. This practice negatively affects the country's total revenues and causes unfair tax burden on domestic and individual tax payers, and also impacts on the country's ability to provide public services. This proposal seeks to investigate the intricate relationships among pivotal factors influencing profit shifting: financial reporting aggressiveness, capital mobility and tax competition. Financial reporting aggressiveness will be examined as the primary independent variable, reflecting the magnitude to which companies employ assertive accounting practices to manipulate reported financial figures. Capital mobility will be explored as a mediator variable, elucidating its role in facilitating the transmission of financial reporting assertiveness to profit displacement activities across international boundaries. Tax competition will be investigated as a moderator, considering its influence on the strength and direction of the relationship between financial reporting aggressiveness, capital mobility, and profit shifting. The study will employ a comprehensive theoretical framework integrating insights from tax competition theory, agency theory and literature relating to the variables under investigation. The proposed study intends to utilize quantitative methodologies, including structural equation modeling and regression analysis, to analyze the secondary data collected from financial statements of Multinational Corporations operating in Uganda. The target population will constitute all MNCs operational in Uganda, with a sample size of 117 using inclusion and exclusion criteria, and data analysis will be enabled using Stata Version 13. By leveraging empirical evidence, this study aims to provide nuanced insights into the devices propelling profit shifting behavior and its implications for fiscal policy, corporate governance, and international regulatory frameworks. The findings of this research are anticipated to contribute to both academic literature and policy discourse by shedding light on the intricate interplay of financial reporting practices, capital mobility dynamics, and tax competition pressures in shaping multinational corporations' profit shifting strategies. Ultimately, this study aspires to enlighten stakeholders, policymakers, and practitioners about the multifaceted nature of profit shifting and propose avenues for alleviating its detrimental effects on tax revenue integrity and global economic stability.

Keywords: Profit shifting, Tax competition, Financial reporting aggressiveness, Capital mobility, Multinational companies, URA, International taxation, Tax incentives, OECD

THE ROLE OF CARBON MARKETS IN MOBILISING CLIMATE FINANCE IN SUB-SAHARAN AFRICA: STATUS, GOVERNANCE AND EQUITY

Hottensiah Kaniu

Carbon markets are progressively acknowledged as viable tools for mobilising climate finance in Sub-Saharan Africa (SSA), although their effectiveness varies. The paper examined the role of carbon markets in mobilising climate finance in sub-Saharan Africa with a focus on status, governance and equity. Empirical studies, policy documents, regulations and carbon project cases. The findings reveal that carbon markets in sub-Saharan Africa are still nascent but gradually growing. Article 6 cooperative approaches are transitioning from theoretical concepts to practical applications within the continent, with Ghana authorising the transfer of Internationally Transferred Mitigation Outcomes (ITMOs) to Switzerland. Compliance instruments such as carbon taxes are being developed, led by South Africa's carbon tax. Additionally, national regulations and registries are in the process of development in countries such as Kenya, which passed the Climate Change (Amendment Act) 2023. However, the effective mobilisation of private climate finance on a large scale is yet to be actualised as challenges persist. Limited domestic regulatory capacity, market volatility and integrity controversies around benefit-sharing continue to undermine investor confidence. The paper concludes that although carbon markets present potential for mobilising climate finance in Sub-Saharan Africa, their effectiveness is contingent upon the establishment of strong governance frameworks, enhanced safeguards, and fair distribution of benefits to guarantee legitimacy and sustainability. Therefore, there is an urgent need for host nations in Sub-Saharan Africa to implement national registries; enact authorization regulations and benefit-sharing laws; emphasize Core Carbon Principles (CCP)-eligible methodologies for donor-funded pipelines and utilize blended finance to support initial projects; enhance free, prior and informed consent (FPIC), grievance resolution, and transparent community payments to diminish reputational and operational risks that could erode purchaser confidence.

Key Words: Carbon markets, Climate finance, Article 6, Voluntary carbon market, Sub-Saharan Africa, Governance, Equity.

ADOPTION OF DIGITAL HRM PRACTICES AMONG GOVERNMENT AGENCIES IN KAMPALA CITY; DOES TRANSFORMATION LEADERSHIP MATTER?

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The advancement of technological innovations has made it inevitable for government agencies to adopt digital HRM practices. Even so, many agencies in Kampala are not adopting this digital approach. The purpose of the study was to examine the relationship between transformational leadership and the adoption of Digital HRM practices among government agencies in Kampala city. The study was a cross-sectional design and used a quantitative approach. A total of 86 government agencies in Kampala were identified for the study, from which 71 were sampled. Data was obtained from Human Resource Personnel using a questionnaire. SPSS v.25 was applied to analyze results and present frequency tables, correlation, and regression models for results interpretation. The study established that transformational leadership is positively associated with the adoption of digital HRM practices. This study affirms that of the four dimensions of transformational leadership, only three (Idealized influence, Inspirational motivation, Individualized consideration) significantly predict the adoption of digital HRM practices. Intellectual stimulation was found to be statistically insignificant in predicting the adoption of digitalized HRM practices. It is concluded that transformational leadership is indispensable to boost the adoption of digital HRM practices, specifically through inspirational motivation, idealized influence and individualized consideration. The study recommends that government agencies should design targeted leadership development programs that enhance *idealized influence, inspirational motivation, and individualized consideration*, as these dimensions significantly drive the adoption of digital HRM practices. Training initiatives could include mentorship programs, motivational communication workshops, and personalized employee engagement strategies.

Originality and relevance:

The advancement of technological innovations has made it inevitable for government agencies to adopt digital HRM practices as a means of strengthening governance, improving service delivery, and enhancing employability. However, many agencies in Kampala have been slow to embrace this digital transformation. The findings in this study are relevant and timely. These findings underscore the critical role that effective leadership plays in strengthening governance systems and driving digital transformation in public institutions in the following ways;

The study highlights how transformational leadership, particularly *idealized influence, inspirational motivation, and individualized consideration*, is essential for driving digital transformation in HRM. Effective leadership is a core pillar of governance and organizational change, aligning directly with the transformation agenda. Also, by focusing on government agencies, the study addresses how governance structures can leverage leadership to modernize administrative processes through digital HRM systems and the adoption of digital HRM practices can streamline recruitment, training, and talent management. This leads to improved workforce planning, skill development, and retention—key drivers of employability. When government agencies adopt these digital systems, they set the standard for best HR practices that can also influence the private sector and the wider labor market.

MANAGERS OF TOURISM SMALL MEDIUM ENTERPRISES (SMES): OPPORTUNISTS OR VICTIMS? THE CASE OF TRAINING PRIORITIES IN THE INBOUND OPERATING SECTOR IN UGANDA

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The competitiveness of Small and Medium-sized Enterprises (SMEs) in the tourism industry hinges on their ability to attract and retain qualified staff at competitive wages. While this principle may seem straightforward in theory, empirical data from many developing countries reveal a high turnover rate among staff in tourism SMEs. This study seeks to investigate whether SME managers bear responsibility for this situation by comparing perceptions between employers and employees regarding training needs and management skills. Through the analysis of two analytical models, this research highlights significant disparities in perceptions of job tasks and reveals a reluctance among SME owners to invest in necessary training. These findings prompt questions about the opportunistic behavior of many industry stakeholders, which ultimately undermines the competitiveness of the destinations in which they operate.

Keywords: SMEs, Tourism, Competitiveness, Training, Perception

HOUSEHOLD ENERGY TRANSITION COMMUNICATION: A MULTI-THEORETICAL PHENOMENOLOGICAL CONCEPTUALIZATION OF LIVED EXPERIENCES OF A DEVELOPING COMMUNITY IN NORTHERN UGANDA

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Purpose:
This study offers a multi-theoretical conceptual exploration of transition communication through the lived experiences of

households in Pader, Northern Uganda. It shows how transformational information dissemination approaches can support the shift to low-carbon energy in rural, developing contexts.

Design/methodology/approach:
A phenomenological approach using narrative inquiry grounded in qualitative methods was employed to capture the subjective experiences of community members during the communicative energy transition interventions in Pader. Based on in-depth interviews with the staff in charge of the Rural Electrification in the Ministry of Energy and Mineral Development (MEMD), a story on their experience during the electrification of the Pader community was developed, structured as context, actions, results, and lessons.

Findings:
The study findings revealed that the shift to improved energy solutions among households is not merely facilitated by conventional information dissemination but by resonantly engaging communities in the transition activities, crafting messages addressing their mental models, and competently sharing the transition messages using strategies that foster meaning-making and emotional investment.

Originality/Value:
This study presents a multi-theoretical model combining Diffusion of Innovation Theory and Agenda-Setting Theory to explain the strategic use of information to facilitate understanding, engagement, and embracement of low-carbon energy solutions. The model offers a novel lens to understanding the understudied area of communicative processes at the household level in energy transitions within developing countries.

Keywords: Transition communication, phenomenology, interaction resonance, cognitive mapping, information adequacy, communicative competence

Paper type:
Conceptual and empirical research paper

THE INTRICACIES OF UGANDA'S INDUSTRIAL SECTOR: A SCOPING REVIEW

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Purpose: This study sought to provide a research synthesis on the intricacies of Uganda's industrial sector, focusing on Uganda's industrialization evolution, the current composition of the Uganda's industrial sector, status of Uganda's industrial sector competitiveness, pervasive constraints to Uganda's industrialization agenda and prospects to Uganda's industrial sector.

Methodology: Information gathering and its compilation has been achieved through a scoping review analysis.

Findings: The scoping review reveals that industrialization in Uganda was sparked by the development of the five-year development plan of 1967-1971 which focused on value added manufacturing, subsequent to the earlier five-year development plan of 1962-1966 which had focused on agricultural development. With slow but optimistic industrialization process, the scoping review reveals Uganda's industrial sector currently constitutes of sub-sectors such as construction, mining and quarrying, cement, beverages, manufacturing, gas and water supply, electricity generation, textiles, footwear, brick making, beer, chemicals, Paint, foam production, and agro-processing such as tea, tobacco, sugar, coffee, cotton, grains, dairy products and edible oils. With such industrial sector mix, the study finds that Uganda continues to export largely-unprocessed primary

products, with the industrial sector output contributing 24.9 percent in Uganda's total GDP and only 7.2 percent of Uganda's working population are employed in the industrial sector by year 2023. This study's scoping review further reveals that, the Uganda's manufacturing sector is still dominated with light industries with less diversification, low value addition, meagre contribution to total GDP and Uganda still lags behind with glaring competitive challenges when it comes to heavy manufacturing. The scoping review to this study also identifies things like high infrastructure costs notably the high electricity costs , high costs of industrial sector inputs, limited availability of technical and managerial skills, limited financial resources, low value-added agricultural production, non-tradeable manufacturing activities, high lending risks, speculative tendencies in Uganda's banking sector, limited internal and regional markets for high value industrial products and over reliance on private sector-led industrial growth option as the major constraints to Uganda's rapid industrialization.

Originality: Unique of its kind, the current study lays a systematic scoping review that describes the intricacies of Uganda's industrial sector while highlighting the evolution, the current composition, the competitiveness, constraints and prospects to Uganda's industrial sector.

Practical implications: The Government of Uganda commitment to prioritize and support the industrialization agenda, as stipulated in its national industrial policy 2020 and emphasized in its most recent fourth national development plan, is precursor to Uganda's potential for better performing and more competitive industrial sector in the times ahead.

Key words: Industrial Sector, Industrialization, Manufacturing, Value Addition, Uganda.

CHARACTERISATION OF STRATEGIC COMMUNICATION RESEARCH STUDIES: A SYSTEMATIC MAPPING REVIEW

Yunia Musasizi Alele

Strategic Communication research dates back to 2007, and over the years, there has been growth in both the practice and research field. This is seen by its institutionalisation in organisations, professionalism through standardisation of roles and practices and dedicated annual research projects and journals on strategic communication. Despite this, various authors still consider the strategic communication field an emerging discipline or a young field, which indicates that a lot more still needs to be done to advance the field. Furthermore, the strategic communication body of knowledge has been critiqued for lack of agreement on terminology, methodology and having a weak theoretical foundation. Hence, the purpose of this study is to map strategic communication research to characterise its nature and determine the trends and gaps in the philosophical foundation, methodology, research focus and theoretical foundations to inform future research that will address the stated gaps. To achieve this purpose, a systematic mapping review will be conducted. It will entail mapping and framing strategic communication research from 2007 to date since such a study has not been done before, as per the researcher's knowledge. The review will draw data from peer-reviewed articles in Science Direct, Emerald and Taylor and Francis databases because they are extensively used by researchers in the communication field and have contributed to the growth of the discipline. From the review findings, the study will determine the trends and gaps in strategic communication research and recommend future research directions.