MAKERERE UNIVERSITY



Public Investment Management Centre of Excellence

REPORT - FY 2025/26

MAKERERE UNIVERSITY

Foreword



Building Capacity for Better Public Investments

Welcome to this edition of the Public Investment Management Centre of Excellence (PIM CoE) Magazine.

As Uganda pursues its ambitious development agenda and seeks to maximize the impact of public investments, the importance of sound Public Investment Management (PIM) cannot be overstated. Every shilling invested in public projects must deliver value for money, contribute to economic growth, and improve the wellbeing of citizens. It is against this backdrop that the Public Investment Management Centre of Excellence continues to play a critical role in strengthening capacity, generating evidence, and supporting informed decision-making across government. Established through a partnership involving the Government of Uganda, Makerere University, development partners, and key stakeholders, the Centre was created to address capacity gaps identified within Uganda's Public Investment Management System. Since its inception, the Centre has steadily expanded its reach and influence, positioning itself as a regional hub for excellence in public investment management.

This edition showcases some of the Centre's major achievements during the reporting period. Through a series of specialized training programmes, including the Essentials of Public Investment Management, the Programme on Investment Appraisal and Risk Analysis (PIAR), and the Integrated Regulatory Cost-Benefit Analysis (IRCBA) training, hundreds of government officials, policy analysts, academics, and practitioners have enhanced their capacity to design, appraise, implement, and monitor public investments. These initiatives are helping to cultivate a new generation of professionals equipped with the knowledge and skills necessary to improve public sector decision-making.

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The Centre has also strengthened its role as a knowledge institution through ongoing research aimed at improving the effectiveness and efficiency of Uganda's public investment system. The studies currently underway are expected to generate valuable insights that will inform policy reforms, strengthen institutions, and improve project outcomes across sectors.

Equally significant has been the Centre's advisory and outreach work. The successful convening of the Second Annual Public Investment Management Conference brought together policymakers, academics, development partners, and private sector actors to discuss practical solutions to implementation challenges affecting public investments. The conference reaffirmed the importance of collaboration, innovation, and evidence-based decision-making in achieving fiscal sustainability and national development goals.

As we reflect on these achievements, we recognize that strengthening public investment management is a continuous journey. It requires commitment, collaboration, and sustained investment in people, institutions, and systems. The PIM CoE remains dedicated to supporting this journey through high-quality training, impactful research, and responsive advisory services.

We extend our sincere appreciation to the Government of Uganda, Makerere University, the Ministry of Finance, Planning and Economic Development, our development partners, members of the Steering Committee, trainers, researchers, and participants whose support and commitment continue to drive the Centre's success.

Together, we are building the knowledge, skills, and partnerships necessary to ensure that public investments deliver lasting value for Uganda's development.

Prof. Edward Bbaale
Director, Public Investment Management Centre of Excellence
Principal, College of Business and Management Sciences
Makerere University

EDITORIAL TEAM Betty Kyakuwa and Alice Nakimbugwe

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1.0 INTRODUCTION

The Public Investment Management Centre of Excellence (PIM CoE) at Makerere University was established as part of ongoing government reforms aimed at enhancing the efficiency and returns of public investments in Uganda. Founded with funding from the Foreign, Commonwealth & Development Office (FCDO) and administered by the World Bank, the Centre's primary mission is to sustainably strengthen capacity in Public Investment Management (PIM) across the country. This initiative responds directly to findings from the 2016 Public Investment Management diagnostic study, which identified significant inefficiencies in Uganda's PIM processes. Currently, the Centre also benefits from support by the Government of Uganda. To ensure long-term impact and sustainability, the PIM CoE focuses on four key areas: Capacity Building, Outreach, PIM Research, and Institutional Development.

1.1 Vision, Mission and Mandate of the PIM CoE

1 VISION

A Regional Solution to Contemporary Public Investment Management Capacity Concerns

2 MISSION

To Improve Public Investment Management through Sustainable Capacity Building, Research and Advisory Services

3 MANDATE

Capacity Building, Research and Advisory Services in Public Investment Management

Objectives of the Centre

The Strategic objectives of the Centre of Excellence are:

a) To build capacity of government staff in PIM
b) To undertake PIM related research and studies
c) To provide Advisory services to government in order to inform decision making
d) To develop the PIM CoE as a credible capacity building institution in the country

Outcomes of the Centre

a) An internationally accredited Centre of Excellence (CoE) for PIM training
b) Improved capacity of MDA officials in PIM to prepare, appraise, implement, monitor and evaluate public investments
c) Increased contribution to policy and project decision making across government in areas of PIM

1.2 AREAS OF FOCUS

The Centre will focus on these 4 areas to ensure sustainability in building PIM capacity in Uganda which will include Capacity Building, conducting PIM Research studies and ensuring the Institutional Development of the PIM CoE.



a) Capacity Building

The PIM CoE aims to build capacity along all sectors of the project cycle from appraisal to the implementation and monitoring and evaluation. In order to sustainably build capacity of PIM in the country, the centre aims at providing both short- and long-term training to graduates so as to address the capacity gap in PIM in the country.

b) Conducting Research Studies.

The second area of focus for the centre is in carrying out PIM related research focusing on mainly government projects. They will include impact evaluation studies on public projects to inform the efficiency and effectiveness of the PIM system in handling public Investments.

c) Advisory and Outreach Services

In the bid to address the gaps identified in the Uganda PIM system, the PIM CoE shall extend advisory services to the Ugandan government through MDAs and LGs on PIM related issues through: Identifying needs, supporting feasibility studies, planning of task sequence and schedules, monitoring and tracking progress, comparing schedules and budgets to plans, analysing impact of changes and progress aimed at safeguarding Government Investments. It is also within the Centre's mandate to popularize PIMs to the public, private sector and Civil Society Organizations with the country with the aim of improving capacity in PIM related areas

d) Sustainability and Institutional development of the PIM CoE

In order to ensure sustainable capacity building in PIM, the establishment of a fully functional and well-equipped Centre of Excellence is a pre-requisite. The PIM CoE aims to ensure self-sustainability through first enhancing the capacity of its staff to equip them with the necessary PIM knowledge and expertise required to effectively and efficiently handle the Centre's activities. In addition, the PIM CoE aims to develop its own physical and organisational structures ensuring the smooth-sailing of its day to day activities

2.0 CENTRE'S PERFORMANCE

2.1 Capacity Building

2.1.1 Essentials of Public Investment Management (PIM) Training Workshop

The PIM Centre of Excellence organized a three-day training workshop on the Essentials of Public Investment Management in PIM CoE boardroom, Yusuf Lule Central Teaching Facility Makerere University from 24th- 26th September, 2025. The workshop equipped participants with fundamental skills to manage the complexities of public investments effectively.

Training Content

Participants gained hands-on experience with key topics, including:

- Introduction to PIMS in Uganda
- Project Conceptualization and Stakeholder Analysis
- Project Profiling and Integrated Bank of Projects
- Environmental and Social Risk Management
- Public-Private Partnerships (PPP)
- Monitoring and Evaluation (M&E)

This foundational training prepared attendees for the advanced Investment Analysis and Risk Appraisal (PIAR) program.

Training Approach

The workshop combined lectures delivered by experts from the Ministry of Finance, Planning and Economic Development (MoFPED), Makerere University School of Economics (Mak SoE), and the National Planning Authority (NPA), with practical group exercises. Participants worked in teams to develop hypothetical project profiles in various investment areas, applying theoretical concepts in real-world scenarios. Lecture notes and reference materials were also provided.

Participants

Selected by MoFPED, participants came from a wide range of government agencies, institutions, and organizations, including:

- Ministry of Finance, Planning and Economic Development
- Parliament of Uganda
- Uganda Retirement Benefits Regulatory Authority
- Kira Municipality
- National Citizenship and Immigration Control
- Ministry of Health (MoH)
- National Environment Management Authority
- Muni University
- Busitema University
- Directorate of Citizenship and Immigration Control
- Uganda National Council for Science and Technology
- Civil Society Budget Advocacy Group
- National Planning Authority
- Office of the Prime Minister
- Uganda Development Corporation
- Makerere University
- Uganda National Mining Company

Certification

Participants who successfully completed the workshop received certificates of attendance issued jointly by Makerere University School of Economics and the Ministry of Finance, Planning, and Economic Development, recognizing their commitment and newly acquired expertise.



Participants and Trainers of the Essentials of PIM pose for a group photo at Yusuf Lule Central Teaching Facility CTF2, PIMCoE boardroom level 5, Makerere University (24th – 26th Sept, 2025)

2.1.2 The Certificate of Financial Implications (CFI) – Integrated Regulatory Cost Benefit Analysis Training (IRCBA).

The Public Investment Management Centre of Excellence at Makerere University, in collaboration with Uganda's Ministry of Finance, Planning and Economic Development (MoFPED), successfully conducted a two-week Integrated Regulatory Cost-Benefit Analysis (IRCBA) training from 25th August – 5th September, 2025 at Pearl on the Nile Hotel in Jinja. The program brought together 31 economists and policy analysts from various government Ministries, Departments, and Agencies (MDAs).

The training aimed to strengthen participants' technical expertise in assessing the fiscal, economic, distributional, and risk implications of public policies and legislation. Key tools taught included Net Present Value (NPV), Benefit-Cost Ratios, and Sensitivity Analysis, ensuring that policy proposals are financially justified and represent value for money.

The session was officially opened by Mr. Paul Mwanja, Commissioner for Infrastructure and Social Services (ISSD) at MoFPED who represented the Permanent Secretary/Secretary to the Treasury (PS/ST), emphasized that the Certificate of Financial Implications (CFI) is more than a procedural step in policy formulation. The revised CFI Guidelines, which took effect on July 1, 2025, introduced a stronger institutional and analytical framework for financial clearance. They require Ministries, Departments, and Agencies (MDAs) to demonstrate compliance through:

- Undertaking and securing approval of a Regulatory Impact Assessment (RIA) by the Office of the President.
- Submitting a Statement of Financial Implications (SFI) to MoFPED.
- Conducting consultations within MDAs and Policy Working Groups (PWGs).
- Supporting MoFPED in undertaking an Integrated Regulatory Cost-Benefit Analysis (IRCBA).

According to the PS/ST, these reforms are designed to enhance inter-agency coordination, improve the efficiency and quality of financial clearance, and ensure that public resources deliver maximum value to citizens.

Prof. Edward Bbaale, Principal of Makerere's College of Business and Management Sciences and Director of the PIM Centre of Excellence emphasized that CFI guidelines require robust and evidence-based SFIs before policy proposals and bills can proceed. The training would therefore strengthen the trainees' ability to prepare such SFIs through the lens of Integrated Regulatory Cost-Benefit Analysis.

Participants were encouraged to champion rigorous, data-driven policy formulation to align government spending with national priorities and deliver meaningful outcomes for citizens. This initiative highlights Uganda's commitment to enhancing public policy professionalism by embedding cost-benefit analysis in regulatory and legislative decision-making processes.

Ultimately, the IRCBA training empowers government officials with practical skills in Risk analysis to assess uncertainties in policy implementation, Cost-effectiveness analysis to compare alternative interventions, developing input-output and financial/economic models, integrating macroeconomic parameters in policy evaluation and Preparing Statements of Financial Implications that inspire confidence in decision-making.



A group of Participants and Trainers of CFI- Integrated Regulatory Cost Benefit Analysis training at Pearl on the Nile Hotel in Jinja

2.1.3 The Certificate of Financial Implications (CFI) – Integrated Regulatory Cost Benefit Analysis Training (IRCBA).

The Public Investment Management Centre of Excellence at Makerere University, in partnership with Uganda's Ministry of Finance, Planning and Economic Development (MoFPED), conducted a two-week Integrated Regulatory Cost-Benefit Analysis (IRCBA) training from 30th June - 11th July, 2025 at Pearl on the Nile Hotel in Jinja. The training involved 28 economists and policy analysts from various government Ministries, Departments, and Agencies (MDAs).

The program aimed to enhance participants' technical skills in evaluating the fiscal, economic, distributional, and risk impacts of public policies and legislation. Key analytical tools taught included Net Present Value (NPV), Benefit-Cost Ratios, and Sensitivity Analysis to ensure that policy proposals are financially justified and provide value for money.

The training was inaugurated by Mr. Paul Mwanja, Commissioner for Infrastructure and Social Services (ISSD) at MoFPED, who highlighted its significance in implementing the Revised Guidelines for Financial Clearance (CFI) launched on June 20, 2025. These guidelines are designed to ensure government policies are fiscally responsible, inclusive, and aligned with development goals. Prof. Edward Bbaale, Principal of Makerere's College of Business and Management Sciences and Director of the PIM Centre of Excellence, emphasized the training's role in fostering a culture of evidence-based policymaking within government.

Participants were encouraged to become advocates for rigorous, data-driven policy formulation to ensure government spending aligns with national priorities and delivers meaningful impact to citizens. This initiative reflects Uganda's commitment to professionalizing public policy development by integrating cost-benefit analysis to make regulatory and legislative proposals more effective and accountable.

In essence, the IRCBA training equips government officials with the skills to systematically assess the costs and benefits of policies, promoting transparency, fiscal discipline, and inclusive economic governance



A group of Participants and Trainers of CFI- Integrated Regulatory Cost Benefit Analysis training at Pearl on the Nile Hotel in Jinja

2.1.4 Program on Investment Appraisal and Risk Analysis Module II: Economic Appraisal and Stakeholder Analysis

The Public Investment Management Centre of Excellence (PIM CoE) organized a two weeks residential training on the second module of the Program on Investment Appraisal and Risk Analysis (PIAR) focusing on Economic Appraisal and Stakeholder Analysis of Public Investments at Nyaika Hotel, Fort Portal from 18th – 30th August 2025. The training was aimed at developing the capacity of government officials from different MDAs, Academia and CSOs in appraising economic feasibility of projects and their impacts on various stakeholders involved in these projects.

The training was delivered jointly by a mix of faculty from Cambridge Resources International (CRI) based at Queens University Canada, Makerere University School of Economics (Mak SoE), Ministry of Finance Planning and Economic Development (MoFPED) and National Planning Authority (NPA). The collaborative training approach of mixing Academia with Implementers in delivery enhanced the applicability of the content so as to tackle the practical aspects involved in appraising Public Investments.

In total, 23 participants from MDAs, Academia and CSOs attended the training. These were selected from Ministry of Finance Planning and Economic Development, Ministry of Trade, Industry and Cooperatives, Makerere University, Kiboga Local Government, Civil Society Budget Advocacy Group, Entebbe Referral Hospital, Ministry of Agriculture, Animal Industry and Fisheries, National Planning Authority and Kyambogo University.

The training consisted of lectures in the morning and later in the afternoon, four groups were formed and participants were given adequate time to concentrate on practical assignments that involved five case studies i.e., Highway-1 Road Improvement, Maji Hydro, Kezville PPP, St. George Provincial Hospital and Maize production cases (Summary attached in Annex 3). During the lectures, participants had access to lecture notes, and references necessary for understanding each topic. The practical sessions of the program exposed participants to the application of the theoretical principles and concepts taught through case studies so that participants could demonstrate how the theory can be applied to various projects. The faculty members were available to guide participants during the practical sessions. An exam was administered at the end of the module to test the participants' knowledge of the theory.



A group of Participants and Trainer of PIAR II during a session at Nyaika Hotel, Fortportal

2.1.5 Program on Investment Appraisal and Risk Analysis (PIAR I)

The Public Investment Management Centre of Excellence (PIM CoE) at Makerere University organized a two-week residential training (October 13th – 24th, 2025) on Module 1 of the Program on Investment Appraisal and Risk Analysis (PIAR), focusing on Financial Appraisal and Risk Analysis. Held at Las Vegas Hotel in Mbarara, the training-built capacity among 36 government officials from Ministries, Departments, and Agencies (MDAs), academia, and civil society organizations (CSOs) to appraise the financial feasibility of public projects and assess associated risks.



Participants and Trainers of the PIAR I pose for a group photo at Las Vegas Hotel, Mbarara (October 13th – 24th, 2025)

2.1.6 Investment Appraisal Training for Kampala City Council Authority (KCCA) Officials

Kampala City Council Authority, in collaboration with Public Investment Management Centre of Excellence and guided by Ministry of Finance, Planning and Economic Development's PS/ST, hosted a two-week residential training (17th – 28th November 2025) on Financial Appraisal and Risk Analysis of Public Investments for 21 KCCA officials. This follow-up to the May 2025 introductory module-built skills in appraising project financial viability and risks to ensure only sound projects reach MoFPED's Development Committee.



A group of Participants of KCCA and Trainers during PIAR I training at Pearl on the Nile Hotel in Jinja (17th – 28th November 2025)

2.1.7 Program on Investment Appraisal and Risk Analysis (PIAR II)

The Public Investment Management Centre of Excellence (PIMCoE) hosted a two-week residential training on Module II of the Program on Investment Appraisal and Risk Analysis (PIAR), focusing on Economic Appraisal and Stakeholder Analysis of Public Investments. Held at Las Vegas Hotel in Mbarara, the training-built capacity among 28 government officials from Ministries, Departments, and Agencies (MDAs), academia, and civil society organizations (CSOs) to assess project economic feasibility and stakeholder impacts.



Participants and Trainers of the PIAR II pose for a group photo at Las Vegas Hotel, Mbarara (9th -20th February 2026)

2.1.8 The Certificate of Financial Implications (CFI) – Integrated Regulatory Cost Benefit Analysis Training (IRCBA).

The Public Investment Management Centre of Excellence (PIM CoE) at Makerere University, in collaboration with the Ministry of Finance, Planning and Economic Development (MoFPED), conducted the third cohort of IRCBA training from 17th – 27th February, 2026 at the Pearl on the Nile Hotel in Jinja. This two-week residential program built on the revised Certificate of Financial Implications (CFI) guidelines disseminated on 20 June 2025, equipping 32 policymakers and budget analysts from Ministries, Departments, and Agencies (MDAs) with skills to prepare robust Statements of Financial Implications (SFIs).

The training operationalized the guidelines' requirements for assessing budgetary, socio-economic, distributive, and risk impacts of policies, programs, and legislation. It followed an introductory session in November 2024 at Serena Hotel, Kigo, which trained over 200 officials, and reinforced MoFPED's commitment to evidence-based decision-making for efficient resource allocation and sustainable development.



A group of Participants and Trainers during CFI training at Pearl on the Nile Hotel in Jinja (17th – 27th February, 2026)

2.1.9 Training on Managing Environmental, Social, Health, and Safety (ESHS/E&S) Safeguards in the Procurement (GKMA-UDP)

The Public Investment Management Centre of Excellence (PIM-COE) at Makerere University convened two training cohorts under the Greater Kampala Metropolitan Area Urban Development Program (GKMA-UDP), a results-based financing initiative to strengthen infrastructure resilience. Delivered in collaboration with the Ministry of Kampala Capital City and Metropolitan Affairs (MKCC&MA), the World Bank, the Public Procurement and Disposal of Public Assets Authority (PPDA), and the National Environment Management Authority (NEMA), the training addressed Uganda's rapid urbanization challenges, particularly in the Greater Kampala Metropolitan Area (GKMA).

Past infrastructure projects exposed critical gaps in Environmental, Social, Health, and Safety (ESHS) compliance, including fatal incidents, underscoring the need for an integrated approach beyond basic checklists. The program operationalized ESHS across the full project lifecycle—from planning and procurement to implementation, operations, and maintenance (O&M). Key issues included environmental pollution, labor and occupational safety, community displacement, informal settlements, and flood risks. By embedding ESHS in procurement, the initiative enhances risk management, protects communities, and promotes sustainability. It aligns with PIM-COE's mandate, supporting Uganda's Vision 2040 and climate-resilient urban development.



Guests of Honour, trainers and participants of ESHSS training (1st Cohort) at School of Economics – Makerere University



Guests of Honour, trainers and participants of ESHSS training (2nd Cohort) at Yusuf Lule Central Teaching Facility – Makerere University

2.2 Steering Committee

The Steering Committee of the Public Investment Management Centre of Excellence (PIM CoE) plays a crucial oversight and advisory role in strengthening Uganda's Public Investment Management System. It comprises senior officials from MoFPED, National Planning Authority, World Bank, KCCA, PSFU, CSBAG, and academia, bringing diverse expertise to guide the Centre's strategic direction.

On 4th September, the Committee held its third meeting for the 2024/2025 financial year—the eighth since the Centre's inception—at Mestil Hotel and Residences. The retreat aimed to update members on the Centre's activities and foster collaboration between the University and the Steering Committee to enhance the Centre's performance.

Key outcomes included:

- Emphasis on the Centre's transition toward greater financial autonomy.
- Plans to introduce new academic programs aligned with regional needs.
- Strengthened partnerships and efforts to establish PIM CoE as a leading regional hub for public investment management knowledge and practice.

- The Chairperson underscored the importance of regular attendance and proposed quarterly meetings.
- He expressed gratitude to the Government of Uganda for its continued financial support through the PIM Plus project.
- The Chairperson also congratulated the Centre on successfully hosting the previous PIM conference and urged enhanced financial accountability, practical training courses, and securing funding for a permanent PIM CoE facility.

The Committee reviewed and approved minutes from the previous retreat and assessed the action matrix, noting significant progress in training delivery, curriculum development, and the need to broaden research dissemination. Members stressed expanding collaboration with MDAs, civil society, and key institutions.

The financial outlook for FY 2025/26 includes implementing cost-saving initiatives in training, investing in certification and new academic programs, and scaling up collaborative research efforts. Discussions highlighted the need for diversified income sources, increased visibility, operationalizing MOUs for project reviews, ensuring broad stakeholder engagement, and applying lessons from past forums to improve future conferences.



Public Investment Management Centre of Excellence Steering Committee at Mestil Hotel and Residences on 4th Sept, 2025

9th Steering Committee Meeting of the Public Investment Management (PIM) Centre of Excellence

The 9th Steering Committee Meeting of the Public Investment Management (PIM) Centre of Excellence took place on October 10, 2025, at Emin Pasha Hotel and Spa.



Public Investment Management Centre of Excellence Steering Committee meeting at Emin Pasha Hotel and Spa on 10th October, 2025



Public Investment Management Centre of Excellence Steering Committee at Emin Pasha Hotel and Spa on 10th October, 2025

2.3 Research

Workshop on Presentation of the PIM CoE Research Draft Reports for FY 2024/25.

During the Financial Year 2024/25, the Centre aimed to significantly increase the volume and quality of research studies produced to inform national policy. In line with this objective, four research projects analyzing the efficiency and effectiveness of the Country's Public Investment Management (PIM) system are currently underway.

To review progress and foster collaboration, the PIM Centre of Excellence (CoE) hosted a Work-in-Progress Research Projects Workshop on 1st August 2025 in the PIM CoE Boardroom. The workshop brought together members of the collaborative research groups, including representatives from the Ministry of Finance, Planning and Economic Development, as well as the National Planning Authority.

This forum provided an invaluable opportunity for researchers to share preliminary findings, discuss challenges, and align efforts to ensure the studies effectively contribute to enhancing policy formulation and implementation.

Table of Public Investment Management (PIM) Studies in Uganda

Sn.	Broad Area	Lead(s)	Objectives
1.	Institutional Capacity Evaluation for PIMs	I. Mukisa / E. Bbaale	• Assess effectiveness of training for technical officers in PIMs. • Trace career progress and performance changes. • Identify institutional capacity gaps and recommend improvements. • Propose actionable measures to strengthen institutions.
2.	Strengthening Public Investment Management: Project Appraisal	M.I. Okumu	• Examine Uganda's PIM framework focusing on project preparation, appraisal, selection, and approval processes. • Assess implementation effectiveness of projects.
3.	Performance Evaluation of Appraised Projects in the Energy Sector	J.Sseruyange	• Analyze the impact of project evaluations on economic outcomes. • Compare earned value between appraised and non-appraised projects.
4.	Economic Linkages and Multiplier Effects of Public Investments	E. Hisali / Willy	• Investigate economic linkages and multiplier effects generated by public investments in Uganda.

2.4 Advisory Services

The Second Annual Public Investment Management (PIM) Conference

The Second Annual Public Investment Management (PIM) Conference was held on August 14, 2025, at Makerere University, under the theme *"Overcoming Implementation Barriers in Public Investment Management for Fiscal Sustainability."* The conference was organized by the Ministry of Finance, Planning and Economic Development (MoFPED) in collaboration with the Public Investment Management Centre of Excellence (PIM CoE).

Background: Uganda aims to achieve tenfold economic growth by 2040, increasing GDP from $50 billion to $500 billion, as outlined in the National Development Plan IV (NDP IV) and the Tenfold Growth Strategy. Public investment is critical to this ambition, but challenges such as land acquisition delays, weak contract management, and inadequate funding persist. The conference sought to address these barriers and strengthen Uganda's Public Investment Management System (PIMS).

Objectives:

1. Develop practical suggestions for the FY 2026/27 Budget Framework Paper.
2. Highlight bottlenecks in planning, implementation, and monitoring of public projects.
3. Showcase successful case studies and innovative approaches.
4. Promote partnerships among government, private sector, and development partners.
5. Provide a platform for knowledge exchange and capacity building.

Conference Approach: The conference featured keynote addresses, panel discussions, research presentations, and exhibitions. Key stakeholders included policymakers, academia, private sector representatives, and development partners.

Key Highlights:

1. **Welcome Remarks:** Makerere University emphasized the role of PIM CoE in training civil servants, conducting research, and addressing barriers like procurement inefficiencies and cost overruns.
2. **Remarks by MoFPED Officials:**
    - The Director Budget highlighted reforms such as the NPIM Policy 2025, revised Development Committee guidelines, and automation of PIM processes.
    - The Permanent Secretary/Secretary to the Treasury stressed the need for collaboration, accountability, and digital tools for real-time monitoring.
    - The Hon. Minister of Finance (Planning) underscored the importance of strategic investments, innovative financing mechanisms, and capacity building.
3. **Keynote Address:** Dr. Donald Kaberuka emphasized the importance of governance, institutional capacity, and smarter spending for successful public investments.
4. **Panel Discussions:** Representatives from MDAs, contractors, and financiers discussed challenges such as procurement delays, land acquisition bottlenecks, and financing constraints. Recommendations included competitive bidding, local contractor development, and leveraging climate finance.
5. **Research Findings:** A study revealed systemic weaknesses in project readiness, fiscal risks from overcommitment, and inefficiencies in project execution. Recommendations included enforcing feasibility compliance, capitalizing the Project Preparation Facility, and prioritizing monitoring and evaluation.

Emerging Consensus: Key recommendations included:

- Establishing a One-Stop Centre for land acquisition.
- Strengthening contract management and local contractor capacity.
- Adopting digital tools for monitoring and reporting.
- Aligning project approvals with fiscal ceilings.
- Promoting cross-sectoral collaboration among stakeholders.

Achievements and Outcomes: The conference fostered collaboration among stakeholders, raised awareness about PIMS, and generated actionable recommendations detailed in the Action Matrix. Makerere University reaffirmed its commitment to supporting research and capacity building.

Conclusion: The conference reinforced the urgency of addressing barriers in public investment management to achieve Uganda's development goals. It emphasized evidence-based decision-making, sustainable reforms, and collaboration among government, academia, private sector, and development partners.

Action Matrix Highlights:

- Enforce "No Feasibility, No Funding" rule.
- Establish a One-Stop Centre for land acquisition.
- Strengthen contract management and local contractor capacity.
- Roll out digital platforms for monitoring.
- Allocate dedicated budgets for operations and maintenance (O&M).

The conference concluded with a shared commitment to transforming Uganda's public investment landscape into one that is efficient, resilient, and growth-oriented.



Delegates pose for a group photo during the 2nd Annual PIM conference



Invited guests during the 2nd Annual PIM conference

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