

CURRICULUM VITAE
Prof. KAAYA Siraje : Full Professor

KABALE UNIVERSITY
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1. Identification:

<i>SURNAME</i>	KAAYA
<i>FIRST NAME</i>	Prof. Hajji Siraje
<i>DATE OF BIRTH</i>	27th OCTOBER 1964
<i>PLACE OF BIRTH</i>	MULAGO KAMPALA
<i>NATIONALITY</i>	UGANDAN
<i>MARITAL STATUS</i>	MARRIED
<i>NUMBER OF CHILDREN</i>	SEVEN

2. Motivation Statement

2.1 Introduction

A Business management & leadership and Business communication full-Professor, with excellent working experience, wide knowledge and practical application of principles: concepts and strategies, methodology in research, business management, entrepreneurship and a consultant in Business management projects, entrepreneurship and finance curricular development for both post graduate and undergraduate programmes. In addition to that he is also ably good at supervising, business developments, dissertations and thesis at post graduate and under graduate levels. **A Dean Faculty of Economics and Management Sciences** and a Permanent Professor of Business Leadership & Management at Kabale University. Editor in Chief of Kabale University Interdisciplinary Journal (kurj).

Also administratively capable with sufficient working experience; **Dean Faculty of Economics and Management Sciences todate**, once Deputy Vice Chancellor in charge of Academics and Research at University of Technology and Arts of Byumba -Rwanda (UTAB) 2017-2019, once a Vice Chancellor of the University of Kigali in Rwanda 2014-2016, then two years' experience as Vice Chancellor of The East African University (TEAU) Kitengela Nairobi Kenya, then a two years' experience as the Vice Rector in Charge of Academics – VRAC at Kigali Independent University (ULK) in Rwanda, with lots of vital achievements, then a two years' experience as a Dean, Faculty of Economics and Business Studies (ULK) in Rwanda, a four years' experience at a directorate level of a University language centre (ULK) in Rwanda and twenty two (25) years' experience in lecturing and research profession.

3. Educational, Trainings, Conferences and Seminars attended

3.1 Act of Academic Promotion to Full Professor

*The chairperson of the Board of Trustees of The East African University (TEAU) Kitengela Nairobi Kenya, considering decisions: Considering the decision of MARCH 8/BD/03/025 of 31st May 2013
Considering the law No. 192(act No. 42) of 13th December, 2012 bearing the Organisation and functioning of the University Education in Kenya, in its articles 20 (1) section (e) paragraph 5;
Considering the Internal regulations of the Board of Directors of (TEAU)
Considering the internal regulations of The East African University (TEAU) especially in its articles VI – 8ii.
Considering the provisions governing the nomination and the promotion of the permanent teaching staff. I attained the Academic Rank of Full Professor.*

3.2 Act of Academic Promotion to Associate Professor

The chairperson of the Board of Directors of the Kigali Independent University (ULK), considering decisions: DEC25/BD/07/012 of July 18th 2012, the law no. 5/2005 of October 20th 2005, bearing the organisation and functioning of Higher education in Rwanda in its Articles 60 and 46 paragraph 6 and 7; the internal regulations of the Kigali Independent University (ULK) especially chapter 42 paragraph 6; the provisions governing the nomination and the promotion of lecturers, I was promoted to the academic qualification of Associate Professor on 18th July, 2012.

3.3 Acte De Nomination senior Lecturer (22/11/2007)

*Basing on law no. 5of 01/03/2006 governing the functioning of higher education, Article 60 and Article 46, related to Article 6 & 7;
According to the internal regulations of the ULK article 12, related to article 6,
I was promoted to the rank of senior lecturer, and the promotion and nomination letter was signed by the chairperson Board of Directors of the ULK on 22/11/2007.*

3.4

s/n	Date	Schools/ Institutions/Universities	Award
1.	31/5/2013	The East African University (KENYA)	Full Professor
2.	18/7/2011	Kigali Independent University	Associate Professor
3.	2004-2007	Multimedia University (MMU)	Doctorate of Philosophy in Business Leadership and Management
4.	2001-2002	UNISA	Master of Business Leadership and Management
5.	1992-1995	MAK	Bachelor of Business Management
6.	1987-1989	UNCBS (Nakawa)	Uganda Diploma in Business Studies
7.	1984/85-1985/86	Kibuli Secondary School	Advanced Certificate of Education
8.	1980-1983	Kibuli Sec. School	Ordinary Certificate of Education
9.	1979	Kibuli Demonstration primary school	PLE
10.	2020	Kabale University	Higher Education Teaching Certificate

3.5 Trainings, Conferences and seminars Attended;

(CERTIFICATES ATTAINED)

1. Keynote speaker on 3RD VIRTUAL SCIENTIFIC CONFERENCE 2023 Date: 30th and 31st March, 2023 At The East African University Kitengela –Nairobi Kenya. Theme: “Advancing Innovative Technologies Shaping the Future of Africa Development Agenda and Beyond”
2. Trained in Human subjects Protection Course (HSPC) by Uganda National Council for Science and Technology (UNCST) 21st-23rd February 2023
3. Keynote speaker in the 6th JRIIE International Conference on Transformational Collaborative Research for Sustainable Development in the COVID-19 Era, held at Andrews Holiday Resort Mangochi, Malawi, on October 25 - 27, 2022
4. Keynote speaker in JRIIE 5th International Conference on 27th October 2021, at Rafiki Dodoma Hotel, Dodoma, Tanzania October 27 - 28, 2021
5. Presented a paper titled: Backyard Gardening and Community Livelihood in Kyengera Town Council, in the 5th International Conference on Sustainability of Innovative Practices amidst Covid - 19 Pandemic at Rafiki Dodoma Hotel, Dodoma, Tanzania October 27 - 28, 2021
6. A training on how to mark online exams this Thursday 29-7-2021, Kabale University.
7. WORKSHOP TRAINING on Grant writing - Wednesday 13th July 2021, Kabale University
8. Journal of Research Innovation and implication in Education virtual workshop 28th – 29th July 2021. Theme: Power point preparation and presentation.
9. Presented a paper(s) in the 4th International Conference on Addressing Sustainable Development through Research and Innovative Practices at Grand Global Hotel Kampala, Uganda April 28-29, 2021: (Certificate of Participation) Factors influencing highway road accidents in Uganda: A case study of Kampala-Masaka highway
10. Inaugural lecturer on: Governance and Leadership –wrappers of constitutional democracy; by Prof. Benon C Basheka at Kabale University. (19th February 2020)
11. Conference by ERASMUS+ ; cooperation for innovation and the exchange of good practices: Capacity Building in higher education –Joint projects (INES Musanze Rwanda 17th February 2020)
12. Workshop for Integration of CABI/Plantwise Programme into UTAB Rwanda Curriculum of FAEMRE and Validation of its Review UTAB, 12 – 13 December 2019

13. Validation Workshop for University of Technology and Arts of Byumba (Rwanda); Master Of Science In Urban Management And Development Studies (Umds) And Advanced Diploma Programs; Avenue: Iwawe Hotel, Date: 12/02/2019
14. 9th Annual International Leadership Conference– Economic Development: Does Governance matter? , 18-21st June 2019, organized by Makerere University Business School (MUBS)
15. The awareness of intellectual property rights. 9th May 2019 offered by RDB
16. Intellectual property and innovation in Universities and Research & Development institutions, 24th June 2019 offered by the World Intellectual Property Organization
17. Intellectual property and its importance 25th June 2019 offered by the World Intellectual Property Organization
18. Implementation of competence Based Curriculum, 8th May 2019 by University of Technology and Arts of Byumba
19. The role of Tax in promoting the development of a country. 20th February 2019 and offered by RRA
20. Mbarara University of Science and Technology (MUST) conference: VLIR-OUS Research Platform Uganda Dissemination Conference: 1ST JUNE, 2017 AT KIHUMURO CAMPUS
21. Kigali convention center Kigali Rwanda: 5th – 6th July 2017: conference on The Sustainable Development Goals Center for Africa
22. Nairobi Kenya; 28th -29th October 2013 : Workshop on regulations, standards & guidelines for University education; (Commission for University Education Kenya)
23. Mombasa Kenya; 10th – 11th December 2013: KENET heads of Institutions Forum at Serena Hotel Mombasa;
24. Nairobi Kenya at Kenyatta international convention centre (KICC); 11th July 2014: Harmonisation of appointment & promotion criteria for academia staff members;
25. The 8th Atlas Africa Conference in Kigali Rwanda at KIST;
26. The 4th United Nations Conference on the Least Developed Countries, which was held in Istanbul Turkey from 9th May -13th May, 2011.
27. School of Finance and Banking Kigali Rwanda; February, 2011: Private- Public Partnership {PPP} (International and Global conference)
28. Khartoum Sudan; May, 2010; Project Communication and Reporting& Operational Planning

29. Cairo, Egypt, 25th April, 2010 to 6th May, 2010; Need Assessment, Project Identification and Preparation of Development Plan
30. Addis Ababa Ethiopia; March, 2010; Project supervision and Control Management
31. American Embassy Kigali, Rwanda; February, 2004, Teaching Training for Academic and Business Purposes.
32. American Embassy Kigali, Rwanda; 2000, Teaching Training for Academic and Business Purposes

4. Working Experience (To-date)

- ❖ Professor of Business Leadership and Management sciences
- ❖ Dean Faculty of Economics and Management Sciences at Kabale University (1st March 2024 to date)
- ❖ Coordinator Higher Degrees at Kabale University (Appointed on 1st April 2019-2023)
- ❖ Coordinator of Higher Degrees (PhD & Masters programmes) at Kabale University .
- ❖ Editor in Chief of Kabale University Interdisciplinary Journal (kurj) at Kabale University to-date (2000-2025)
- ❖ Chairperson loans committee – Kabale University Staff Associate (2024 to date)
- ❖ Chairperson Operations Resource Mobilisation committee (Kabale University) (2020 to-date)
- ❖ Active member of several committees
- ❖ Member of Kabale University Tribunal

TEACHING & LECTURING

IUCEA STAFF MOBILITY EXCHANGE PROGRAMME

- ❖ University of Burundi – Bujumbara (UB) (2nd November 2024 – 28th February 2025)
- ❖ University of Technology and Arts of Byumba – Rwanda (UTAB) (10/February/ 2022 to 16/June/2022)
- ❖ Kampala University – Uganda (KU) (1st March 2019 – June 2019)
- ❖ PhD classes at KABALE UNIVERSITY / JKUAT
- ❖ Masters Classes at UOK, ULK, TEAU, ETC
- ❖ PhD teaching & Thesis supervision and Masters Classes at Kabale University
- ❖ Undergraduate programmes

4.1 Administration/Management

With administration, I have held various administrative positions, among which include:

- i) Dean Faculty of Economics and Management Sciences at Kabale University; 1st March 2024 to date.

- ii) Coordinator Higher Degrees (PhDs & Masters) at Kabale University. 2019 - 2024
- iii) Deputy vice Chancellor of University of Technology and Arts of Byumba, 2017 to May 2019.
- iv) Vice Chancellor of the University of Kigali (UOK), September 2014 to 2016
- v, Vice Chancellor of The East African University, Nairobi Kenya (TEAU), 2013 to August 2014.
- vi, Interim Ag. Vice Chancellor, Kampala University Uganda, July to September 2013.
- vii, Deputy Vice Chancellor- Academics Kigali Independent University, (from March 2011 up to early 2013).
- viii, Dean Faculty of Management (Faculty of Economics and Business Studies) Kigali Independent University from 2009 to early 2011)

In March 2011, I was appointed by the President and Founder of the Kigali Independent University to the position of Vice Rector Academics.

During my term of office, I carried out research, bench marking and investigations on how to start masters' programmes at the Kigali Independent University. I was the leader of the team that travelled around the East African Universities in order to get clear knowledge on how to start standard masters' programmes at the Kigali Independent University.

I also worked on and chaired the team that successfully developed the nine masters' programmes with their curricular. I was also part of the team which successfully defended those nine masters' programmes at the Ministry of Education.

The nine masters' programmes with their respective curricular were approved by the ministry of Education which also authorised the University to officially start the programmes on 13/7/2012.

The masters' programmes started in September, 2012.

- vi, Dean Faculty of Management (Faculty of Economics and Business Studies) from 2009 to early 2011)

I was elected to the post of the Dean of the Management (Faculty of Economics and Business Studies) at Kigali Independent University (ULK) in 2009. During my term of office, in 2010 I fully worked on and chaired the team which developed the new curricular for the two new departments of; Finance and that of Accounting.

I was also the chairperson of the team that successfully defended the two new programmes at the Rwanda Ministry of Education; National Council of Higher Education (NCHE).

The two new departments of Finance and that of Accounting with their curricular were officially approved by the Rwanda Ministry of Education on March 2011.

Director of CELA(ULK language centre) 2000- early 2005 (Kigali)

I was appointed Director of the Kigali Independent University from 2000 up to early 2005, during my term of office, I contributed a lot to the development of the standard English curricular; level 1, Level 2 and Level 3.

4.2 Excellence and hard work

Regarding work, commitment and good performance for the University, I have showed diligence at performing my duties and as results, promotions have been awarded to me in regular sequences, as indicated in point 4.1 and letters of merit were awarded to me as follows;

4.2.1 Committees at Kabale University

- i) Resource mobilisation committee (Chairperson)
- ii) Joint awards policy development committee (Member)
- iii) Sub senate quality assurance committee (Vice Chair)
- iv) Postgraduate Board member
- v) Faculty Appointments and Promotion Committee
- vi) Faculty of economics and management sciences Doctors committee
- vii) Faculty Higher Degrees Research and Publications Committee
- viii) Faculty Doctoral committee
- ix) Chairperson loans committee – Kabale University Staff Associate (2024 todate)
- x) Chairperson Operations Resource Mobilisation committee (Kabale University) (2020 to-date)
- xi) Active member of several committees
- xii) Member of Kabale University Tribunal
- xiii) Member taskforce Competence Based Education & Training (CBET)
- xiv) Member taskforce Kabale University new campuses development (Rukungiri & Kisoro Campuses)

4.2.2 Appointments/promotions;

- Dean Faculty of Economics and Management Sciences; Kabale University. March 2024 to-date
- Kabale University as Professor of Business Leadership & Management, Department of Business studies, Faculty of Economics and Management Sciences 2019 to-date
- Coordinator Higher Degrees (PhDs & Masters), at Kabale University; 2019 to-date;
- Editor in Chief of Kabale University Interdisciplinary Journal (kurj) 2019 to-date
- Deputy Vice Chancellor, University of Technology and Arts of Byumba January 2017 to March 2019
- Vice Chancellor, University of Kigali 2014 to date February 2016;
- HEC Chairman University audit committee September 2015;

- HEC Curricular Valuator (MBA programmes) 2015;
- Vice Chancellor of The East African University (TEAU), February 2013 up words
- Interim Ag. Vice Chancellor, Kampala University Uganda, July to September 2013
- Secretary and member of the University council of The East African University;
- Vice Rector Academics ULK 2011- early 2013.
- Dean Faculty of Economics and Business Studies ULK 2009- March 2011,
- Director Language centre ULK 2000- early 2005,

4.2.3 Letters of Merit

On 16th October, 2011, a letter of merit was awarded to me by the University (ULK) Rwanda in appreciation of my active participation and commitment in preparations of the nine masters' programmes.

On 6th January, 2010, a letter of merit was awarded to me by the University (ULK) Rwanda in appreciation of my commitment in preparing the English communication curricular.

5. Research, Publications and Consultancies

Website: www.jriiejournal.com ISSN 2520-7504 (Online) Vol.10, Iss.1, 2026 (pp. xxx - xxx)

Trained but Unemployed: Rethinking Nursing Education, Labour Markets, and Health Workforce Planning in Sub6 Saharan Africa

Emmanuel Ahimbisibwe, Burani Aluonzi, Ezra Francis Munyambonera & Kaaya Siraje 10 Kabale University, P.O. Box 317, Kabale, Uganda 11 ORCID: <https://orcid.org/0009-0003-9421-771X> 12

Why Entrepreneurship Education Implementation Fails to translate into Entrepreneurial Intentions: The Mediating Role of Entrepreneurial Attitude in Sub-Saharan Africa

Emmanuel Ahimbisibwe, Burani Aluonzi, Ezra Francis Munyambonera, Kaaya Siraje

Kabale University, P.O. Box 317, Kabale, Uganda

<https://orcid.org/0009-0003-9421-771X>

Website: www.jriiejournal.com ISSN 2520-7504 (Online) Vol.10, Iss.1, 2026 (pp. 103 - 111)

Trained but Unemployed: Rethinking Nursing Education, Labour Markets, and Health Workforce Planning in Sub-Saharan Africa: Emmanuel Ahimbisibwe, Burani Aluonzi, Ezra Francis Munyambonera & Kaaya Siraje; Kabale University, P.O. Box 317, Kabale, Uganda

ORCID: <https://orcid.org/0009-0003-9421-771X>

Website: www.jriiejournal.com ISSN 2520-7504 (Online) Vol.10, Iss.1, 2026 (pp. 168 - 176)

Educating Entrepreneurs Without Intentions: Graduate Self-Efficacy and Entrepreneurship Education in Low and Middle-Income Countries (LMICs): Emmanuel Ahimbisibwe, Burani Aluonzi, Ezra Francis Munyambonera, Kaaya Siraje; Kabale University, P.O. Box 317, Kabale, Uganda

<https://orcid.org/0009-0003-9421-771X>

Why Entrepreneurship Education Implementation Fails to Translate into Entrepreneurial Intentions: The Mediating Role of Entrepreneurial Attitude in Sub-Saharan Africa: Emmanuel Ahimbisibwe, Burani Aluonzi, Ezra Francis Munyambonera, Kaaya Siraje ; Kabale University, P.O. Box 317, Kabale, Uganda; <https://orcid.org/0009-0003-9421-771X>

The Effect of Credit Collection Policy on Loan Performance in the Banking Sector in Central region of Uganda, Alex Semusu*1, Eton Marus2, Kaaya Siraje3, Eliab Byamukama Mpora4
1*, 3&4 Department of Business Studies, Faculty of Economics and Management Science, Kabale University, Uganda, 2Department of Business Studies, Muni University, Uganda
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DOI: <https://doi.org/10.54099/hbr.v6i1.1703>

The Effect of Credit Limit Policies on Loan Performance in the Banking Sector of the Central Region of Uganda; Alex Semusu1*, Eton Marus2, Kaaya Siraje & Eliab Byamukama Mpora
Kabale University, P. O. Box 317, Kabale, Uganda. Muni University, P. O. Box: 725, Arua, Uganda.

*Author for Correspondence Email: 2021aphdba2102w@kab.ac.ug

Article DOI: <https://doi.org/10.37284/eajbe.9.1.4451>

The Effect of Credit Monitoring Policy on Loan Performance in Commercial Banks in Central Uganda
Alex Semusu*, Marus Eton2, Kaaya Siraje & Eliab Byamukama Mpora, 1 Kabale University, P. O. Box 317, Kabale, Uganda. 2 Muni University, P. O. Box 725, Arua, Uganda.

* Author for Correspondence ORCID ID; <https://orcid.org/0000-0002-3779-2641>;

Email: 2021aphdba2102w@kab.ac.ug; * Article DOI: <https://doi.org/10.37284/ijfa.5.1.4707>

Opportunity Recognition Competence of Women Entrepreneurs and Its Effect on Performance of Women Owned Enterprises in Uganda

- September 2024, [Husnayain Business Review](#) 4(2):88-100; DOI: [10.54099/hbr.v4i2.1087](https://doi.org/10.54099/hbr.v4i2.1087)



- [Kaaya Prof Siraje](#)

Financial inclusion and refugees' self-reliance: an assessment for women's economic empowerment at Nakivale refugee settlement, southwestern Uganda

A Mugisha, S Kaaya

Kabale University Interdisciplinary Research Journal 2 (2), 4-20

Mobile money usage and financial inclusion in Uganda

EB Mpora, S Kaaya, A Turyahebwa, M Nyangoma

Kabale University Interdisciplinary Research Journal 2 (2), 103-11

Provision of Managerial Skills by Micro Credit Institutions and Sustainability of MSMEs during COVID-19 Pandemic in Kigezi Region South Western Uganda.

Agaba Moses, Kaaya Siraj, Kyabarongo Benon Faculty of Economics and Management Science, Department of Management Science, Kabale University, Kabale, Uganda

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Science Journal of Business and Management. Vol. 10, No. 4, 2022, pp. 166-175. doi:

10.11648/j.sjbm.20221004.12 Received: August 29, 2022; Accepted: September 13, 2022; Published: October 17, 2022

Micro-credit institution's services and sustainability of micro, small and medium-scale enterprises during Covid-19 pandemic in Kigezi region south western Uganda; **Moses Agaba Kabale University, Uganda, Siraj Kaaya Kabale University, Uganda, Lukman Nafiu Kabale University, Uganda;** Kabale University Interdisciplinary Research Journal (kurj), [online] Volume 1(3), pp. 5-15. Available at: <http://kurj.kab.ac.ug>

Analysis of the effects of COVID 19 on the operations and sustainability of SMEs in South Western region, Uganda, July 2021, **[African Journal of Business Management](#)** 15(7):174-183

DOI:[10.5897/AJBM2020.9110](https://doi.org/10.5897/AJBM2020.9110); Arthur Sunday*, Caleb Tamwesigire, Abanis Turyahebwa, Kaaya Siraje, Eliab Byamukama

Department of Business Studies, Faculty of Economics and Management Science, Kabale University, Uganda Received 11 September, 2020; Accepted 14 July, 2021



Factors Influencing Highway Road Accidents in Uganda: A Case Study of Kampala-Masaka Highway. Volume 6, Issue 1-february 2022. Henry Stanley Mbowa – Kampala University, Uganda, Esau Murongo – Rwenzori International University, Uganda, Justinah Kavata Maluni – The Catholic University of Eastern Africa, Kenya, Mary Syokoli Mutisya – The Catholic University of Eastern Africa, Kenya, Kaaya Siraje – Kabale University, Uganda

Henry Stanley Mbowa and Siraje Kaaya . (2021) . **[Challenges in decentralization and service delivery, Wakiso district](#)** . Kabale University Interdisciplinary Research Journal (kurj), [online] Volume 1(1), pp. 5-15. Available at: <http://kurj.kab.ac.ug>

. (2021) . **[Analysis of the effects of COVID19 on the operations and sustainability of SMEs in South Western region,Uganda](#)** . , pp. 174-183

Marus Eton, Mwosi Fabian, Kaaya Siraje, Patrick Ogwel Benard and Ahabwe Edward . (2020) . **[Internal Control Systems, Working Capital Management and Financial Performance of Private Institutions in Uganda: An Empirical Study in Mbarara District](#)** . International Journal of Research in Engineering, IT and Social Sciences, [online] Volume 10(3), pp. 8-19. Available at: <http://idr.kab.ac.ug/handle/20.500.12493/422>

John Michael Etoru , Sanni Tajudeen Adebayo, Eunice Ndyareeba and Prof. Kaaya Siraje . (2020) . **[Psychology and Corruption: The East African Experience](#)** . International Journal of Research in Sociology and Anthropology (IJRSA) , [online] Volume 6(2), pp. 01-07. Available at: https://www.researchgate.net/publication/352679866_Psychology_and_Corruption_The_East_African_Experience

Mbowa Henry Stanley and Prof. Kaaya Siraje . (2019) . **[Understanding Feminism Perspective of Informal Women Entrepreneurs in Kyengera Town Council](#)** . International Journal of Research in Sociology and

Mbowa Henry Stanley and Kaaya Siraje . (2019) . [Online Application System for Admission in Private Universities: A Case Study of Kampala University, Uganda](#) . In: Lazarus Ndiku Makewa (Center for Research Implications and Practice, Kenya) and Baraka Manjale Ngussa (University of Arusha, Tanzania), *IT Issues in Higher Education: Emerging Research and Opportunities*, p. 32. Available at: <https://www.igi-global.com/chapter/online-application-system-for-admission-in-private-universities/237665>

Analysis of the effects of COVID 19 on the operations and sustainability of SMEs in South Western region, Uganda Arthur Sunday*, Caleb Tamwesigire, Abanis Turyahebwa, Kaaya Siraje, Eliab Byamukama Department of Business Studies, Faculty of Economics and Management Science, Kabale University, Uganda. Received 11 September, 2020; (*African Journal of Business Management; Vol. 15(7), pp. 174-183, July, 2021 DOI: 10.5897/AJBM2020.9110 Article Number: EBA9F4567361 ISSN: 1993-8233 Copyright© 2021 Author(s) retain the copyright of this article <http://www.academicjournals.org/AJBM>*)

Mbowa, H.S & Prof. Kaaya, S. (2019). Online Application System For Admission In Private Universities: A Case Study Of Kampala University, Uganda. DOI: 10.4018/978-1-7998-1029- 2.ch004. www.igi-global.com.

International Journal of Research in Sociology and Anthropology (IJRSA) Volume 5, Issue 3, 2019, PP 31-39 ISSN 2454-8677 <http://dx.doi.org/10.20431/2454-8677.0503005> www.arcjournals.org
'Understanding Feminism Perspective of Informal Women Entrepreneurs in Kyengeru Town Council, Uganda. ²Professor of Business leadership and management, Kabale University

Effect of urine fertilizer on vegetable growing in Kitemu Zone, Wakiso District' to be presented at the international conference on research and innovation for global advancement, organized by; Journal of Research Innovation and Implications in Education (JRIIE) from 30th – 31st October 2019 at Prideinn Paradise Beach Resort Mombasa Kenya

Curriculum review of KAB University May-July 2019

Paper presentation at the 9th Annual International Leadership conference 18-21 June 2019 organized by MUBS, paper entitled: Analysis of the Challenges involved within decentralization in service delivery in Wakiso District, Uganda. <https://www.kab.ac.ug/publication>

International Journal of Research in Sociology and Anthropology (IJRSA) Volume 6, Issue 2, 2020, PP 01-07 ISSN 2454-8677 <http://dx.doi.org/10.20431/2454-8677.0602003> www.arcjournals.org

Psychology and Corruption: The East African Experience John Michael Etoru (Phd, UNISA) 1 *, Sanni Tajudeen Adebayo (Phd Candidate, MUST) 2 , Eunice M. Ndyareeba (Phd Candidate) 3 , Prof. KaayaSiraje⁴, 1,2,4Department of Foundations of Education Studies, Kabale University, UGANDA 3PhD Candidate Education Psychology. Kyambogo University

Effect of Education on Sustainable Development in East African Universities: A Case of Kampala University (Uganda) and University of Technology and Arts of Byumba (Rwanda) 2018;

I) *ARC Publications Pvt. Ltd.*

Paper ID: 33180029

editor_ijrsa@arcjournals.org

“International Journal of Research in Sociology and Anthropology(IJRSA)”

Challenges in the Implementation of Fiscal Decentralization and its effects on the Health Sector in Uganda. 2018

II) *Paper ID: 33180028*

editor_ijrsa@arcjournals.org

ARC Publications Pvt. Ltd.

“International Journal of Research in Sociology and Anthropology (IJRSA)”

Challenges and Marketing Strategies for Young African Universities. 2018

III)



Assessing Poultry Firms’ Survival in Kampala: A Case of Biyinzika Enterprises Limited 2019

Premier Publishers www.premierpublishers.org

Manuscript Reference Number: PP-1027-0119-728

Author: Prof KAAYA Siraje,

“Impact of Commercial Banks in Promoting Small and Medium Enterprises in Rural Areas: Case Study of Banque Populaire Du Rwanda, Shangi Sub-Branch in Nyamasheke District (2014-2016) RWANDA”

Premier Publishers www.premierpublishers.org

Manuscript Reference Number: PP-1046-0119-741

Author(s): Prof/Dr/Engr/Mr/Mrs/Ms Henry Stanley Mbowo,, Kaaya Siraje and Francis Kalyango Title:

“Factors Influencing Adoption Of Energy Saving Technologies in Mateete Sub County, Sembabule District, Uganda” 2019

The acquisition of HIV/AIDs knowledge as a key to health safety against the infection; case study of Kenya & Uganda. (Scientific research journal of TEAU ISSUE No. 1 Edition of The East African University August, 2013)

The promotion of migration & emigration for economic and social well-being of unprivileged people in least developed countries (LDCs); *Case study of the fourth United Nations conference on the least developed countries, Istanbul Turkey, period 9th -13th may, 2011.*(2012 ULK scientific review publication)

Engagement of developed countries and private as a key to the development of Least Developed countries (LDCs). *A case study of the fourth United Nations conference on the least developed countries, Istanbul Turkey, period 9th -13th May, 2011.*

(*ULK scientific journal, March 2012, No 24*)

Enhancing student performance through involvement and engagement; Reflections on the case methods of teaching at Makerere university business school (2011), (*ULK scientific Journal, June,2011 No 21*)

The importance of customer care in successful running of a company, case study of MTN Rwandacell (2010) (*ULK scientific Journal, November 2010, No 19*)

Entrepreneurship as a driving tool in small scale businesses creation in Rwanda. Case study of Rwanda Trade Fair (RTF). (2009) *ULK scientific Journal, July 2010, No 18*)

BOOKS PUBLISHED

Growing your own vegetables a strategy for improving household livelihood Self-guide community production by Mboawa Henry Stanley, (Editor-in Chief: Prof. Kaaya Siraje 1st Ed 2020)

1. *Organization change and development (2019 in progress)*
2. Book chapter ‘ IT Issues in Higher Education: Emerging Research and Opportunities. (*IGI Global; Disseminator of Knowledge*)September 2019
3. *Communication and leadership traits in business (CLM Consult LTD) 2017*
4. *Entrepreneurship development and safe guarding of new Business start-ups (JKUAT-Publication Rwanda) 2016*
5. *Principles of project management. (Kigali Independent University publishers) 2012*
6. *Management principles and practices (ULK publishers) 2010*

CONSULTANCIES / PROJECTS

1. Erasmus project at Kabale University in collaboration with other universities
2. Kabale University Business Incubation Center (KUBIC) project with (UNDP)
3. Entrepreneurship Development for Refugee Self-Reliance: A Case Study of Nakivale and Oruchinga Refugee Settlement, South Western Uganda in collaboration with unleashed Potentials- Nakivale

Project Investigators

Principal Investigator (PI): Prof. Kaaya Siraje

Designation: Professor

Area of expertise: Business Leadership and Management

Faculty, Department and Campus of the Principal Investigator: Faculty of Economics and Management Sciences, Department of Business Studies, Kikungiri Campus.

- Telephone No (s): [+25677396666/0706232234](tel:+25677396666/0706232234)
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4. Project title: Modelling Agricultural Cooperatives services on farmers' market accessibility in Kigezi Sub-Region, Southwestern Uganda. (2022-2023)

Principal Investigator (PI): Dr. Munyambonera Ezra

Designation: Senior Lecturer

Area of expertise: Economics

Faculty, Department and Campus of the Principal Investigator: Faculty of Economics and Management Sciences, Department of Economics, Kikungiri Campus.

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Principal Investigator (PII): Mr. Byanyima Faustino

Designation: Assistant Lecturer

Area of expertise: Economics

Faculty, Department and Campus of the Principal Investigator: Faculty of Economics and Management Sciences, Department of Economics, Kikungiri Campus.

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Co-Investigator III: Mr. Nabimanya Boaz

Designation: Assistant Lecturer

Area of expertise: Economics

Faculty, Department and Campus of the Principal Investigator: Faculty of Economics and Management Sciences, Department of Economics, Kikungiri Campus.

Principal Investigator (PIV): Professor Kaaya Siraje

Designation: Professor

Area of expertise: Business Leadership and Management

Faculty, Department and Campus of the Principal Investigator: Faculty of Economics and Management Sciences, Department of Business Studies, Kikungiri Campus.

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Co-Investigator V: Mr. Arineitwe Shine

Designation: Assistant Lecturer

Area of expertise: Economics

Faculty, Department and Campus of the Principal Investigator: Faculty of Economics and Management Sciences, Department of Economics, Kikungiri Campus.

5. Project Title: Developing a Model for Mobile money usage and financial inclusion in Kabale District.(2022-2023)Uganda.

Principal Investigator (PI): Prof. Kaaya Siraje

Designation: Professor

Area of expertise: Business Leadership and Management

Faculty, Department and Campus of the Principal Investigator: Faculty of Economics and Management Sciences, Department of Business Studies, Kikungiri Campus.

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Co-Investigator I: Dr. Eliab Byamukama Mpora

Designation: Lecturer

Area of expertise: Business Studies

Faculty, Department and Campus of the PI: Faculty of Economics and Management Sciences, Department of Business Studies, Kikungiri Campus.

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Co-Investigator II: Dr. Abanis Turyahebwa

Designation: Senior Lecturer

Area of expertise: Finance and Accounting

Faculty, Department and Campus of the Co-Investigator I: Faculty of Economics and Management Sciences, Department of Business Studies, Kikungiri Campus.

- Telephone No.: [+256779010013](tel:+256779010013)
- E-mail: aturyahebwa@kab.ac.ug

6. The implementation of the Modular system of academic content delivery in Universities of Western and Eastern Uganda. A Research Proposal Submitted to Spencer Foundation. (November 1st 2021)

Dr. Etoru John Michael (Principal Investigator) Dr. Eliab Byamukama Mpora (Co-Investigator II) Prof. Kaaya Siraje (Co-Investigator I)

7. Micro-Credit Institution's Services and Sustainability of Micro, Small and Medium Scale Enterprises during Covid-19 Pandemic in Kigezi Region, South Western Uganda. A Research Proposal Submitted to the Research Ethics Committee of Mbarara University of Science and Technology (Approved 2021)

Dr. Agaba Moses (PI) Dr. Nafiu Lukman (Co-PI) Prof. Kaaya Siraje (Co-PI)

8. Analysis of the Effects of Covid19 on the Operations and Sustainability of SMES in South Western Region Uganda; (Districts which include: Kabale, Kisoro, Rukiga, Rukungiri and Ntungamo) (June 2020)
9. (Erasmus + KA2-cooperation for innovation and the exchange of good practices –Capacity Building in the field of Higher Education): Title: Enhancement of Rwandan high education in strategic fields for sustainable growth/ EnRHEd (2019/2020)
10. Title: Improving rural women livelihood and food security in Byumba sector. 2017 (University of Technology and Arts of Byumba - Rwanda) UTAB
11. On effect of deforestation on soil conservation in East Africa, (In collaboration with Mbarara University of Science and Technology) 2017
12. On Modular system of teaching, curriculum writing and development at Kampala University, 2014
13. University Charter writing and Governance 2013-2014 in Nairobi Kenya (The East African University – Kitengela Nairobi) TEAU

Post graduate Thesis supervised

PhD Thesis

1. Procurement Risk Management and Public Sector Organisation Performance. Case Study of Kabale and Kanungu District Local Governments.
2. Modelling Women Entrepreneurial Competences And Performance Of Small And Medium Enterprises (SMEs) A Case Of Kigezi Region.
3. Credit Risk Management Policies and Loan Performance in the Banking Sector of Uganda
A Case Study of Central Uganda,
4. Women Entrepreneurial Competences and Performance of Small and Medium Enterprises (SMEs) in Uganda
5. Tax Compliance and Revenue Collection Management by Uganda Revenue Authority in Commercial Enterprises of Greater Mbarara, South Western Uganda
6. Etc

MASTERS /DISSERTATIONS

- The Impact of Financial Literacy on Investment Decisions among Entrepreneurs an Masindi District. 2025
- Resource allocation and Project Success. A Case Study of Raising the Village in Rukungiri District 2025
- Women Empowerment Programs and Social Economic Development in Uganda. A Case of Kabale Municipality
- Parenting Styles and Deliquent Behaviours among Students in Selected Secondary Schools in Bukinda Sub-County- Rukiga District 2024
- Internal Control Systems and Cash Flow Management in Commercial Banks: A Case of Bank of Kigali Branches in Gasabo District, Rwanda
- Human Resource Recruitment and Organisational growth in Rwanda. A ase study of MTN Rwanda 2024
- Cashless Transactions Policies and Financial Performance in Banking Industry. Case Of National Bank Of Rwanda (Nbr) 2020 _2023
- Corporate Governance and Financial Performance of Commercial Banks in Rwanda Case Study: Bank of Kigali (2020-2023)
- Role of Human Resource Recruitment (HRR) on Organizational Growth. A Case Study of Mtn Rwanda. 2024
- Influence of Social Media Marketing on Business Branding Awareness in Rwanda. Case Study of Masaka Animal Farm. 2025
- Internal Control Systems and Cash Flow Management in Commercial Banks: A Case of Bank of Kigali Branches in Gasabo District, Rwanda
- Internal Control Systems and Financial Performance of NGOs. A Case of *Association of Volunteers in Service international (Avsi) Kabale Branch* - Uganda 2023
- The Role of Human Resource Planning to Company Growth in Rwanda, A Case Study of Sulfo Rwanda Industries Ltd 2023

The Contribution of Manpower Development and Performance of Insurance Companies, A Case Study of Sanlam Insurance (2020-2022)

Financial Accountability and Service Delivery in Uganda; A Case Study of Kabale District 2021

Organizational Communication and Performance of Co-Operative Societies in Uganda. A Case Study of Abateganda Ntungamo Growers Co-Operative Society Ltd 2020

Supplier Performance Management and Service Delivery in Local Governments. A Case Study of Kabale Municipal Council Kabale District; 2020

Operation Wealth Creation and Poverty Reduction in Kabale District: A Case Study of Rubaya Sub-County; 2020

Effect of Small and Medium Enterprises on Employment Provision: A Case of Kabale Municipality

Impact of Public-Private Partnerships in Health towards Social-Economic Development. A Case Study of Health Care Delivery in Uganda; Kabale Municipality, August 2019

Workforce Diversity and Performance of Centenary Bank Kabale Branch, June 2020

Analysis of the Effect of Revenue Management on Performance of Local Governments in Uganda: A Case Study of Kabale District Local Government, July, 2019

Implementation and Impact of Integrated Financial Management Information System on Procurement Performance in Kabale District; 2019

Leadership Styles and Management of Employee Strikes in Higher Institutions of Learning: A Case Study of Kyambogo University-Uganda, December 2019

Training and Employee Retention in Microfinance Institutions in Rukungiri District, Uganda, May 2020

Contribution of Time Management as a Tool for Good Productivity in Institutions of Higher Learning. A Case Study of Kabale University...2014-2018, January 2020

Analysis of Problems and Prospects in Developing Tourism Industry in Kigezi Region South Western Uganda 2014-2019

Role of African Evangelistic Enterprise Rwanda Self-Help Groups Approach for Poverty Reduction. Case Study: Bugesera District, Juru and Rilima Sectors 2011-2015, Kigali, November 2016

Impact of Accountability on Performance of Local Governments in Uganda; A Case of Kabale District Local Government, December, 2019

Assess the Contribution of Agency Banking to enhance Financial Inclusion in Rwanda. Case Study Bk Agency Banking, Period 2012-2016, 28th November 2016

i

Impact of Credit Risk Management on the Performance of Microfinance Institutions in Rwanda: A Case Study of Umurenge SACCOS operating in Musanze District. 2014-2018, September, 2019

Effective Human Resource Management to Reduce Unemployment Rate in Rwanda, 2018

Effect of HR Induction and Training on Organizational Performance. Case of UNDP/ Rwanda (2015-2019)

Effective Human Resource Management as Tool for Organization Success. Case Study: Ecobank. Period: 2016-2019, July 2020

Role of Human Resource Planning to the Development of Organization in Rwanda. Case Study of University of Technology and Arts of Byumba – Rwanda (Utab) Period (2015-2018), July 2018

Analyzing the Impact of Account receivables Management on Performance of Financial Institutions. Case Study of the New Times Publications LTD. Period 2014-2016, April 2016

Assessing the Contribution of Human Resource Management to Development of Organization. Case Study: Bralirwa Period 2010- 2016), Kigali, April 2017

Contribution of Saccos in the Development of Investment in Rwanda. A Case Study in Umwalimu SACCO Headquarters 2014 – 2018, Kigali, October,2018

Leadership Styles on Performance of Insurance Company: Case Study of Prime Insurance Company Ltd. January 2018

Umurenge SACCO Program in Financial inclusion in Rwanda, Kigali April, 2018

Contribution of Smes on Poverty Reduction in Rwanda. Case Study: Urwibutso Enterprise. Period: 2014-2017, July 2018

Assessing the contribution of compensation system to the employee performance in an organization. Case study: MINEDUC/STSDP, period 2012-2015

Impact of Commercial Banks in promoting small and Medium Enterprises in Rural areas. Case Study of Bpr Shangi Sub-Branch in Nyamasheke District (2014-2017) December 2017

Factors affecting Implementation of Performance Management Appraisal in Organisations, 16th January 2018

Role of Customer Care to the Performance of Financial Institutions. A Case Study of Bank of Kigali Limited. Period 2013-2017) Kigali, September 2018

Inventory Management and Organizational Performance. Case Study: Nakumatt Supermarket, December, 2015

Contribution of Vision Umurenge program in Socio-Economic Development of vulnerable group. Case study of Nyarusange Sector, Muhanga District (2015-2017)

Contribution of Human Resources Management to the Financial Performance of Financial Institutions in Rwanda. Case Study of Bank of Kigali Limited. Period: 2013 – 2017) Kigali, May 2018

Assessing the Role of Electronic Payment in Improving Customer Satisfaction
A Case of Ecobank (2012-2015) Kigali, May 2017

Assessing the Contribution of Human Resource Management to Development of Organization Case Study: Bralirwa Period 2010- 2016) Kigali, August 2017

Assessment of the impact of Monitoring and Evaluation (M&E) in the Performance of Projects. 2018

Investigation of the impact of Labour turns over in public institutions. Case study of National and reconciliation commission, period 2012-2016

Assessing the role of saving and credit cooperatives on economic empowerment of teachers. Case study of Umwarimu SACCO Rwanda, period 2011-2015.

Assessing the contribution of agency banking in promoting financial inclusion in Rwanda. Case study BK agency banking, period 2012-2016

Monitoring and evaluation of successful domestic BIOGAS programme, implemented in Rwanda. Case study of HUYE, NYANZA and NYANAGABE districts, period 2011-2015

Analyzing the contribution and challenges of HRP in private companies. BTC Belgium development Agency Period 2010-2015

Effect of Employee Retention on Employee Performance in Insurance Companies In Rwanda: A Case Study of Soras Insurance Company ,2016

Assessing the Contribution of Realistic Performance Appraisals on the Performance of a Company. A Case Study of Trinity Bus Express, 2015

Role of Public Procurement Authority (Rppa) in Promoting Procurement Policies in Government Institutions. Case Study: Rwanda Development Board (Rdb) 2015

Analysing the effect of employee Training and Development on the Organisational Performance. A Case of Ministry of Public service and Labour (Mifotra) Period, 2016

Contribution of Kigali in Socio and economic transformation of Rwanda population. Case study of BK Nyarugenge, 2016

Contribution of financial institutions in promoting small and medium Enterprises in Rwanda- Case study BPR period 2013-2015)

Role of micro finance Institutions to the socio economic development of its beneficiaries. Case study of URWEGO Opportunity Bank – Rwanda , period 2013-2015

Impact of centralized purchasing on org performance in Rwanda. Case study of RDB period 2013-2015

Contribution of customer care services to the performance of private Institutions. A case study of bralirwa s.a period of 2012-2014

Assessment of Challenges faced Electronic Banking within Bpr Apart of Atlas Mara. A case Study: Bpr Part Of Atlas Mara Period 2012-2014

Role of taxation in developing countries. Case study of Rwanda – RRA period 2013-2015.

Analysis of supplier selection system on procurement efficiency in private organizations. Case study of SONARWA period 2014-2016)

Assess the impact of SMEs in developing low income earners in Rwanda. Case study Business Development Fund=BDF period 2013-2015

Role of saving & credit cooperatives to the poverty reduction on their clients; Case study of umurenge SACCO period 2014-2016

An analysis of the role of pricing in the marketing of consumer products and services in Rwanda. Case study of Rwandair period 2013-2015)

Analysis of the contribution of electronic banking to customer satisfaction in financial institutions. Case study of Equity bank in Kli period 2013-2015)

Analysis of the effect of advertising on customer perception and altitude in manufacturing companies in Rwanda. Case study of BRALIRWA LTD, period 2014-2016

Analysis of Loans management to the profitability of Banking Institutions. Case study of Crane Bank Rwanda, period 2014-2016

Contribution of marketing to the company customer satisfaction on Rwanda. Case study of Safintra Rwanda ltd, period 2013-2015

Role of microfinance institutions to the socio-economic development of Women in urban area in Rwanda. Case study of Copedu main Branch in Kigali period 2013-2015

Analysis of the impact of foreign investments to the growth of financial institution. Case study of Bank of Kigali Period 2013-2015

Impact of timely services delivery to the performance of Insurance companies. Case study of PRIME INSURANCE Rwanda- period 2014-2016

Analysis of the role of small scale businesses on economic development of Rwanda. Case study of SAWACT supermarket, period 2014-2016

Impact of microfinance institutions in Rwanda. Case study of Umurenge SACCO Icyerekezo-Mushishiro Period 2012-2015

Assessment of Challenges faced Electronic Banking within Bpr Aprt of Atlas Mara: Case Study: Bpr Part of Atlas Mara Period 2012-2014

Impact of Home Grown Initiatives to social economic development of beneficiaries' case study of Girinka Program in Karongi District 2011-2015

Contribution of agricultural cooperatives to small holder farmers' household income; a case of musanze pyrethrum cooperatives (abakundibireti, abakundumurimo and jyambere), period of 2011-2015

Analysis of the impact of effective communication to appropriate management in business projects. A case of Urwego opportunity Bank (Where Kigali or Musanze) period 2012-2016 (Approved) (Completed)

Analysis of the performance contract as a tool for addressing key Government priorities in Rwanda. Case Study of Burera District. Period 2012-2016

Analysis of the Impact of Credit Management on the Performance of Financial Institutions (Case Study Umutuzo SACCO Musanze District Period 2012-2015)

Impact of Government Programs on the Socio Economic Development Rwandan Population. (Case Study Of Umurenge Vision 2020 In Shyira Sector, Nyabihu District) Period 2012-2015

Assessment of effectiveness of automated credit scoring in financial institutions: case study of BPR part of Atlas Mara Musanze Branch. (2011-2015)

Analysis on the impact of Sales promotion and advertising on increment of customers' purchases in Companies, 2016

Analysis of challenges in implementation of Government programs in the districts of Rwanda. Case study of Umurenge vision 2020 in Musanze District 2012-2016.

Assessing the Contribution of Microfinance Institutions towards the Socio-economic empowerment of women in Rwanda. Case Study: Microfinance Institutions in Gasabo District, 2017

Remuneration and Employee performance. A case study of National Population Council Uganda 15-2019

Analysis of the Effect of Revenue Management on Performance of Local Governments in Uganda: A Case Study Of Kabale District Local Government 2013-2018

Career Development and Organisational success in Public Institutions: A Case Study of Kisoro District Local Government (2016-2019) (*On going*)

Impact of Effective Marketing to Business Profitability of Commercial Banks. A Case Study of CogeBanque Plc In Rwanda, (2016 – 2018) (*On going*)

Effectiveness of anti- corruption initiatives in rwanda: a trend for economic growth , period: 2005-2014);

Role of African Evangelistic Enterprise Rwanda Self-Help Groups Approach for Poverty Reduction. Case Study: Bugesera District, Juru and Rilima Sectors 2011-2015

Causes, trends and effects of labour turnover in public sector organizations: kinyinya helth centre as a case study, period (2010 up to 2013)”

Contribution of training and development on the performance improvement of local organisations in Rwanda case of Gicumbi district period: 2006-2012;

Assessment of human resource management policies on the performance of financial institutions. (a case study of savings and credit cooperatives institutions, saccos in rwanda 2009-2014);

Impact of promotion and demotion on employees motivation. case study of rwanda revenue authority (2006-2013);

Impact of employees’ motivation on organization performance. Case study: rra (rwanda revenue authority) 2010-2013;

Assessment of customer service delivery in rwanda life assurance industry: the case of sonarwa life (period of five years. 2009 up to 2014)

Impact of staff training on the performance public institutions; case of rubavu district.

Effects of motivation on employee performance: a case study of umwalimu savings and credit cooperative (umwalimu sacco.)(2009-2013)

Analysis of good packaging design as a marketing tool of attracting customers in beverage industry in Rwanda.case study: inyange industries ltd;

Effect of acquisition of qualified human resource on organization performance. Case of ulk (2009-2013)

Assessing The Contribution Of Microfinance Institutions Towards The Socioeconomic Empowerment Of Women In Rwanda. Case Study: Microfinance Institutions In Gasabo District

Investigation of the impact of Labour turns over in public institutions. Case study of National Unity and reconciliation commission, period 2012-2016

Assessing the role of saving and credit cooperatives on economic empowerment of teachers. Case study of Umwarimu SACCO Rwanda, period 2011-2015.

Assessing the contribution of agency banking in promoting financial inclusion in Rwanda. Case study BK agency banking, period 2012-2016

Monitoring and evaluation of successful domestic BIOGAS programme, implemented in Rwanda. Case study of HUYE, NYANZA and NYANAGABE districts, period 2011-2015

Analyzing the contribution and challenges of HRP in private companies. BTC Beligiun development Agency Period 2010-2015

Motivation as a driving factor towards employee and customer retention in business organisations. Case study of SORAS.

Assessing the contribution of the realistic performance appraisal to the improved performance of a company.

Role of Public Procurement Authority (Rppa) In Promoting Procurement Policies In Government Institutions; Case Study: Rwanda Development Board (RDB)

Analysis of the performance contract as a tool for addressing key Government priorities in Rwanda. Case Study of Burera District Period 2012-2016

Analysis of the impact of effective communication to appropriate management in business projects. A case of Urwego opportunity Bank (Where Kigali or Musanze) period 2012-2016 (Approved)

Analysis Of The Impact Of Credit Management On The Performance Of Financial Institutions (Case Study Umutuzo Sacco Musanze District Period 2012-2015)

Analysis on the impact of Sales promotion and advertising on increment of customers' purchases in Companies.

Impact of Government Programs on the Socio Economic Development Rwandan Population. (Case Study Of Umurenge Vision 2020 In Shyira Sector, Nyabihu District) Period 2012-2015

Analysis of Challenges in Implementation of Government Programs in the Districts Of Rwanda. Case Study of Umurenge Vision 2020 in Musanze District 2012-2016.

Impact Of Effective Communication To Successful Performance Of Business Organisations. Period 2012-2016.

Assessment of effectiveness of automated credit scoring in financial institutions: case study of BPR part of Atlas Mara Musanze Branch. (2011-2015)

Assessing the effect of scheduling, tracking and monitoring of construction project's progress from the start to the end.

Analysis of the Key Performance Indicators of a Project in Relation to the most important elements in Project Management. Case Study: Usaid Higa Ubeho Project 2013-2015

Assessment of the contribution of Organisation Change and Development to the growth of commercial Banks, Case study, Bank of Kigali Ltd for a period from 2012 to 2016

Investigating the role of employee training and development on the increasing organizational performance. Case study of RSSB 2013-2015

Contribution of employees' motivation to the performance of KALISIMBI Restaurant period 2013-2015

Determinants of sustainability of health donor funded projects to the wellbeing of people. Case study of SPIU ministry of health 2012-2015.

Role of AEE-Rwanda Self Help Group Approach for Poverty Reduction in Bugesera District, Case study: Rilima and Juru Sector". Period 2012-2015

s/n	ACHIEVEMENTS	OUT PUT
1	EVALUATION VC'S OFFICE FROM SEPTEMBER 2014 ,TO DATE AT UNIVERSITY OF KIGALI	<ul style="list-style-type: none"> - By the end of October 2014, 10 undergraduate programmes were fully developed from Level 1- Level 5; - Submitted to HEC: Were approved.
2	1. University policies were completed and signed.	<ul style="list-style-type: none"> - Policies are in use and more are being developed
3	2. Examination office was created, staffed and now fully operational; - A software has been installed to speed up the result slips process,	<ul style="list-style-type: none"> - Students started getting results slips which was not there before,
4	3. Teaching staff standardized: -Teaching load normalized; -Part time lecturers payments (rates revised to normal)	<ul style="list-style-type: none"> - More PhD holders were brought in, other lecturers were also recruited on full time basis; - I normalized the number of teaching hours per week - I revised the payments per hour for part time teaching staff; - PhD holders from net 15000 rwf per hour to gross 12000 rwf per hour; - Master holders from gross 12000 rwf per hour to gross 9000 rwf, - - (This exercise cut the costs to approximately 40-45% of the expenses which were being incurred.)
5	4. UoK Head-quarters successfully shifted from Kicukiro to Kacyiru presser house	<ul style="list-style-type: none"> -cutting down double cost/ Expenditures on rent which was being incurred.
6	5. Library- eBooks were installed into UoK Library	<ul style="list-style-type: none"> - Close to 50,000 e-books were bought and installed within the

		UoK computer labs.
7	6. Deans of faculties were appointed (PHD holders)	<ul style="list-style-type: none"> - Dean faculty of Business Management and Economics; - Dean faculty of Computer Science and Information Technology
8	7. Masters programmes 13 -Master of education management, 1 -PGDE 1	<p>- 14 Masters programmes were re-worked up on , re-submitted to HEC, validated and 13 of them were approved,</p> <ul style="list-style-type: none"> - Of recent, Master of education management and Post graduate diploma in education were validated and approved
9	8. UoK Musanze campus has been opened.	After a successful HEC audit; PGDE programme is ongoing now,
10	9. Post graduate school was opened in April 2015	13 masters programmes were approved
11	10. UoK has been admitted to the IUCA as full member.	<ul style="list-style-type: none"> - UoK is now a full member of the Inter University council of East Africa. - UOK recognized in the region,
12	11. Daily Activities.	<ul style="list-style-type: none"> - Discipline of staff has improved; - Late coming and absenteeism reduced drastically; - Non complaint punished severely;
13	12. Continuous senior management meetings are in place.	<ul style="list-style-type: none"> - Every Monday's to decide on the developments of the University,
14	13. Good communication within the University.	<ul style="list-style-type: none"> - Good working relation among employees and the employers,
15	14. The 1 st UoK scientific research journal formal Volume 1 has been published.	<ul style="list-style-type: none"> - The second volume is underway
16	15. HEC audit:	<ul style="list-style-type: none"> - A successful HEC audit has been

		<p>achieved.</p> <ul style="list-style-type: none"> - Three more new programme have been approved by the Ministry of Education.
17	16. A number of vacant directorates have been filled with staff	<ul style="list-style-type: none"> - DPPR - D-Marketing - Dean postgraduate school.
18	17. Some specializations with insufficient number of students were merged	<ul style="list-style-type: none"> - Brought about cutting down the costs in terms; teaching hours paid, materials used while offering courses in such classes, etc
19	18. My teaching load is 8 hours per week	<ul style="list-style-type: none"> - I teach post graduate classes and under graduate, Evenings and weekends. This is a sign of working hard towards the success of the University
20	19. Students number	<ul style="list-style-type: none"> - The number of students is increasing steadily (From 1118 – 4000 students in just one year of my tenure)
21	<p>General comment:</p> <ul style="list-style-type: none"> - The University now has a named University council members; - The University has a Chancellor; <p>From the above revelation, it clearly shows that I know what I came for. I work from morning 8.00 am to 9.00 pm in the evening and on weekends which is a sign of self-motivation and love for the growth of this University</p>	
22	<p style="text-align: center;"><u>Achievements</u></p> <ul style="list-style-type: none"> • Establishment of a learning center in musanze district “Musanze town” ❖ Submission of New curricular which are: <ul style="list-style-type: none"> • curriculum of post graduate diploma in education (PGDE) • Master’s in Education Management • Bachelor of Education; • Post graduate school successfully started. • Examination office created <p style="text-align: center;"><u>Education systems at UoK</u></p> <ul style="list-style-type: none"> • Increased number of full-time lecturers.(reduced number of part timers) Evaluations of lecturers 	

	<p>Exams moderations & Invigilation Standard Examinations. Normalised number of teaching hours (teaching load)</p> <p>-Quick book software installed; -Shifting from Kicukiro to Kacyiru; -increased number of students from 1180 to 4000 . Acquisition of electronic books (over 50, 000 books).</p>	
23	<p>3. Press conference- Launch of Masters programmes, school of post graduate studies and the centre for Economic Governance and Leadership.</p>	<p><u>Tuesday 31st Mach, 2015</u> At the school of post Graduate studies- Kacyiru campus The university of Kigali was invited to a press conference for the Launch of:</p> <ul style="list-style-type: none"> • Masters programmes • School of post Graduate studies • The Centre for Economic Governance and Leadership.
24	<p>b) Commencement of masters programmes</p>	<p>Masters students sat for two exams on the dates indicated below.</p> <ol style="list-style-type: none"> 1. Business organization and management - weekend June 27th 2015 2. Network security (MIT) -weekend - June 21st 2015 <p>Lectures of other modules continue normally.</p>

25	5. Admission to the Inter-University council for East Africa (IUCEA) <u>6th July, 2015</u>	<u>6th July,</u> <u>2015</u> The University of Kigali received an admission letter to the Inter- University Council membership as a full Member with immediate effect. In order to confirm our membership, The University will be required to pay an annual membership subscription fee based on the total number of students enrolled therein.

Undergraduate Dissertations supervised; from 2008-2018 (More than 150)

EVALUATION AS VICE CHANCELLOR AT UOK (2014-2016)

Kigali 2016

6.1 BACKGROUND:

- Since my appointment as the Vice Chancellor of University of Kigali, the University has been growing steadily with increased numbers in the enrolment of students' undertaking different courses within the undergraduate programs offered by different faculties, mainly the faculty of Business Management and Economics, the Faculty of Law and the faculty of Computer Science and Information Technology.
- With practical achievements registered within the shortest time, the Government of Rwanda through the Ministry of Education has approved and authorized the University of Kigali to start fourteen (14) masters programs, of which some are now already operational at the Kigali main campus and also at Musanze campus in northern Rwanda.

6.2 ACHIEVEMENTS

6.3 Achievements as the Vice Chancellor of The East African University, (TEAU) Kitengela Nairobi Kenya

1. Achievements

- Developed the draft Charter of TEAU in line with Commission for University Education of Kenya;
- Developed University statutes of TEAU;
- Developed the English curricular levels 1,2, and 3 for English learners;
-
- The East African University scientific Research Journal issue No. 1 has been published and the second issue is underway;

- Brought about good working relations with Commission for University Education and as thus various progressive reports have been sent to the Commission for University Education (CUE), letters of acknowledgements, encouragements and appreciation have been received from CUE;

- The number of new students at the main campus is increasing;

- I came up with quality control forms which have really improved the quality of service delivery to our students;

- The new system of teaching is picking up steadily and lecturers have started embracing it, and we hope to organize examinations after every completion of at least three Units on the request of students and lecturers;

- Four new programmes are almost ready for submission to CUE for accreditation, they include; Bachelor Education with special needs, Bachelor of Early Child hood and Development Education, Bachelor of sports science Education and Bachelor of Environment Management;

- Marketing is being handled as a priority and I am the chief marketer, we hope to attract more students as we move along;

- The University Magazine first issue was published in May 2013 and **issue No. 2** is being prepared;

- I have linked our University to as many Institutions of higher learning as possible in terms of signing **MOUs**;

- The cafeteria is now self-sustaining to an extent that it pays the salaries of its workers;

2. FINANCE OFFICE

- The mode of fees payment has been changed; every student is obliged to initially pay at least 50%;
- A number of students who were not paying tuition fees for close to two years were discovered;
- We started banking the cafeteria sales on its account weekly, and money for cafeteria workers salaries and shopping for cafeteria was being withdrawn from this account;

3. HUMAN RESOURCES

- A new employee Ass. Accountant was recruited to help me in the accounts section;
- Miriam Mwangi was transferred from the city center campus as an administrative assistant to the main campus to work in the library with Lucy Wangechi

7. Skills

A, Computer literacy

B, Languages	spoken	writing	literacy
English	Excellent	Excellent	Excellent
French	Tries	Some knowledge	Some knowledge
Swahili	Good	Good	Good
Kinyarwanda	Good	Good	Good
Luganda	Excellent	Excellent	Excellent
Runyakitara	Tries		

Post Graduate Modules which I can handle

- ✓ Business Organization and Management
- ✓ Entrepreneurship Training and Development
- ✓ Human resource planning and development related courses / Modules ;
- ✓ Organisation change & Development;
- ✓ Principles of Management and Practice;
- ✓ Project management & Entrepreneurship

- ✓ Undergraduate
- ✓ Principles of management
- ✓ HRM & OB
- ✓ Project management & Entrepreneurship
- ✓ Marketing & SMEs

References:

1. Prof. Dr Rwigamba Balinda
Founder and president of Kigali Independent University
Rwanda (+25078302348)

2. Professor Joy C. Kwesiga
The Vice Chancellor
Kabale University Uganda (+256772485267)

3. Associate Professor Sunday Arthur
Head of Department Business Studies Kabale University
Uganda (+256779010013)

8. Declaration

I certify that the information I have given above, is true to the best of my knowledge.

Signature

A handwritten signature in blue ink, appearing to be 'KAAYA Siraje', written over a horizontal line.

Professor KAAYA Siraje

Date: 14th April 2026