



MESSAGE FROM THE PRESIDENT, PMI UGANDA CHAPTER

Dear PMI Uganda Chapter Members and Partners, as the year draws to a close, it's a wonderful opportunity to reflect on our achievements, challenges, and the bright path ahead for the PMI Uganda Chapter. I am thrilled to report that our community has grown to an impressive 678 members! This growth speaks to our chapter's commitment to professional excellence, the strength of our shared vision, and the value that project management brings across industries in Uganda.

Reflecting on Our Growth

Our chapter has seen significant expansion over the past year, bringing in talented professionals from various industries. Our growth is not only in numbers but also in diversity, as we welcome more engineers, healthcare professionals, financial

experts, educators, and IT specialists to our community. Each new member contributes unique insights and expertise, enriching the experience for us all.

Building a Strong Professional Community

This year, we continued to enhance our members' skills and deepen their understanding of project management practices through comprehensive training sessions, mentorship programs, and valuable networking events. We are passionate about setting the standard for excellence in project management in Uganda, ensuring that every member has access to the resources and support they need to thrive. We've seen the tangible benefits of our collaborative approach as members apply new skills directly to their projects and drive impactful results in their fields.

Fostering Partnerships with Government and Institutions

A core part of our mission involves fostering partnerships with government entities, academic institutions, and corporations. This year, we made substantial strides in building relationships with government bodies to help embed professional project management into public sector projects. We look forward to contributing our skills and expertise to government projects, ensuring that they are managed with precision, efficiency, and effectiveness.

We are also partnering with educational institutions, particularly universities, to equip students with essential project management skills early in their studies. This initiative aims to bridge the gap between theory and practice, providing career pathways into project management. Through ongoing student engagement programs, we offer career guidance, internships, and skill development to nurture the next generation of project managers.

Goals for the Upcoming Year

Looking ahead, we have ambitious goals for the chapter and our community. Here is a preview of what is to come:

- **Professional Development:** We will continue to expand training programs that offer advanced knowledge, certifications, and hands-on learning opportunities. This will empower our members to stay ahead in the rapidly evolving project management landscape.
- **Growth of Our Community:** We aim to see our membership surpass 800 next year. By reaching out to more professionals across Uganda, we will further diversify our chapter and increase its impact. Our community's expansion will allow us to amplify our collective voice in advocating for project management as a critical skill for national development.
- **Strengthened Collaboration:** We will deepen partnerships with both government and private sector stakeholders. By working closely with corporations and NGOs, we will expand the role of PMI Uganda in major national projects and support corporate entities to achieve sustainable project outcomes.

- **Youth and Student Engagement:**

Empowering the next generation is a priority, and we will enhance our collaboration with universities to promote project management careers among students. This includes hosting more workshops, providing internships, and organizing career fairs to guide students in discovering project management as a valuable career path.

- **Driving Government Projects:** We will work towards creating a framework to engage directly with government projects, offering our expertise and certified professionals to support national development goals. From infrastructure to healthcare to digital transformation, PMI Uganda aims to be at the forefront, contributing project management skills for a positive, sustainable impact.

Closing Thoughts

I am immensely proud of what we've accomplished together this year. Thank you for your dedication, passion, and commitment to growing not only your careers but also our project management community in Uganda. Together, we are fostering a culture of professionalism, innovation, and ethical excellence that inspires others.

In the coming year, let us continue to strive for excellence, support each other, and work collaboratively to elevate the project management profession. I am excited to see what we will accomplish together as we drive meaningful change in Uganda and beyond.

Wishing each of you a joyful and restful holiday season and a prosperous new year!

Warm regards,
Eng. Irene Nattabi
PRESIDENT, PMI UGANDA CHAPTER



Attaining the PMP certification through grit and determination

By Keneth Kugonza, PMP

When I graduated from Makerere University in January 2015 with a Bachelor of Commerce degree, I was full of hope, expecting a promising career ahead. But reality quickly shattered my expectations. Unemployment hit hard, and I soon found myself contemplating a return to my village in Hoima due to the challenges of surviving in Kampala without a job. Life in Hoima was equally difficult as I struggled financially, but in April 2015, I finally landed a position as a lead generator at Barclays Bank, marking my entry into the workforce.

Fast-forward to April 2019, when my friend and former classmate, Jane Nakimbugwe, encouraged me to move back to Kampala, warning that staying in my current job would limit my growth. Thanks to her connections, I secured a role as a projects officer at a solar company in Ntinda. This role broadened my network and introduced me to influential individuals, including FinTech innovator David Opio, who would inspire me to pursue bigger dreams. My friend Leonard Muhangi also provided invaluable support, offering me a place to stay until I could settle into my new life in Kampala.

With a renewed focus, I enrolled in a Postgraduate Certificate Program in Project Planning and Management at Makerere University to build on my understanding of project roles. By October 2021, I was ready for more and enrolled in a long-distance Postgraduate Diploma in Project Planning and Management at Uganda Management Institute (UMI), encouraged by Dr. Anaclet Mutiba, a lecturer at the institute. To fund my studies, I took on a second job as a bodaboda rider, working evenings and weekends to cover tuition.

Riding a bodaboda through Kampala's bustling streets was an emotional rite of passage in my education journey—a vivid dance of survival and self-discovery. Every ride seemed like a dizzying dive into the city. I learned to adapt in the blink of an eye, to read the language of the streets, and to feel the pulse of a place that often felt as wild as my own dreams. With every twist and turn, I encountered lessons in trust, patience, and resilience—each one etched in my memory by the thrill of narrowly avoided collisions with people and cars alike. Every close call taught me the art of staying present. As I look back, I realize how those countless, seemingly ordinary rides shaped me, revealing the power of resilience and the beauty of surrendering to life's twists and turns with an open, hopeful heart.

Despite the challenges, including financial strains that almost forced me to abandon my diploma, I managed to push through with the support of classmates like Joseph Lwere, Joy Kawanguzi, Noella Ngakurya, Dr. Gerald, Jimmy Okenyi, and John Ssempe, who kindly offered interest-free loans. I graduated top of my class on March 1, 2024.

My journey didn't end there. Determined to advance my career further, I continued saving from my boda boda job to afford the PMP certification course at MAT Abacus, ultimately achieving the prestigious PMP certification on July 27, 2024. My experience at MAT was transformative, allowing me to connect with other professionals and deepen my commitment to continuous learning. This certification has not only added credibility to my professional profile but has also sharpened my people skills—leadership, communication, and collaboration—equipping me with essential tools and techniques to deliver successful projects effectively, efficiently, and consistently. This growth has been invaluable both to me as an individual and to gnuGrid CRB, my employer.

To anyone facing similar struggles, remember that with determination, resilience, and support, you can overcome any obstacle. As Zig Ziglar wisely said, "If you are determined to learn, no one can stop you."

Keneth Kugonza works with gnuGrid CRB Ltd as the Regional Support Officer for Western Region on the Empowering Youth through Data and community Development (EYDCD) Programme.

Empowering Startups: PMI Uganda's "Hacking Project Management" Workshop at Hive Colab

By Pamela Nabisaalu

In the vibrant city of Kampala, Uganda, startup founders and entrepreneurs gathered at Hive Colab for an exciting workshop titled "Hacking Project Management for Startups." Organized by Hive Colab, a leading startup incubator, and led by the Project Management Institute (PMI) Uganda Chapter, the workshop aimed to equip startups with project management basics essential for building growth, structure, and sustainability.

The session was conducted by a team of experienced project management professionals namely; Pamela Nabisaalu, Oscar Olaro, Benjamin Mugumya, Resty Nabatte, Kaahwa Peace Eugenia, and James Katumba who brought not only insight but also an interactive energy to the training. Their goal was to break down project management methodologies into practical, actionable steps, enabling attendees to implement these strategies within their startups.

To ensure relevance, the team started with a "pulse check," using a survey to understand the participants' backgrounds, goals, and specific areas of interest. This approach allowed the facilitators to tailor the content precisely to the attendees' needs, focusing on project management basics, success and failure factors, and the five core process groups. Through a series of online meetings, the team refined the presentation, creating a streamlined flow designed to encourage participation and real-world application of project management principles.

With everything in place, the workshop attracted over 100 participants from various sectors, including technology and social entrepreneurship. The energy was high as the attendees came together, eager to gain insights and tools for improving their projects. The workshop opened with a discussion on common reasons for project success or failure, where attendees shared personal experiences that highlighted real-world challenges and strategies.

This introduction set the stage for the workshop's main activity—a hands-on group project. Divided into five teams, participants selected a project and mapped out an implementation plan using the five process groups: Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Each group dove deep into a single process group and then presented their strategies to the entire audience. This interactive format encouraged collaboration and allowed participants to engage with real examples while solidifying their understanding of each project phase.

Key takeaways included; understanding the relevance of identifying stakeholders at the initiation stage, the key activities in each stage, and how to conduct monitoring and evaluation.

One example we used to illustrate the 5 process groups was a hotel renovation project. Within the initiation stage, we identified the key stakeholders, in planning; we identified the different plans to document for example the communication, quality, and risk management plans as well as the project plan. Thereafter, we moved to the implementation phase where we highlighted focus on maintaining the scope, cost, schedule, and tracking the project activities as per the project plan. During implementation, monitoring and evaluation of the project would be ongoing against the baselines. When the renovation is successfully completed, we would commence the project closing activities.

After the presentations, an engaging Q&A session allowed participants to seek tailored insights into project management strategies. The facilitators offered practical advice, connecting theory to startup realities. The day wrapped up with closing remarks and a group photo, capturing the collaborative spirit. Overall, the PMI Uganda Chapter team dedicated 10 hours to delivering the "Hacking Project Management for Startups" workshop, which empowered Uganda's next wave of innovators with essential skills and a shared sense of purpose—marking a pivotal step for many in transforming their ideas into structured, successful ventures.

By embracing these project management principles, startup founders are now equipped to confidently navigate their projects' complexities, setting the stage for meaningful impact in Uganda's entrepreneurial landscape.

We received a lot of appreciation messages, for example; the support we can continue providing to the Edutech industry, how interactive and informative the session was and a number of members decided to pursue a Project Management Certification.

We awarded each attendee a certificate of participation endorsed by Hive Colab and the PMI - Uganda Chapter.

The next steps are for the Project Management Institute Uganda Chapter and Hive Colab to have a memorandum of understanding (MOU) that will guide the forthcoming engagements.



Benjamin Mugumya one of the trainers



Pamela Nabisaalu one of the trainers



Eng. Oscar Oloro speaking to the audience



James Katumba - Board member - VP Outreach and Social Impact



The audience



A group activity ongoing



A Professional's Path through the Tuckman Model

By Walela Innocent Charles

Are you jumping from role to role too quickly, expecting instant satisfaction? Are you calling each job toxic without giving yourself the time to truly adapt? What if I told you that you just needed a bit more time to reach a flow state in your current role?

Starting my journey as a quantity surveyor in early 2023, I was excited and eager to learn, shadowing the contractor's quantity surveyor on site. The first three weeks were thrilling—a whirlwind of new information as I absorbed the project scope and workplace dynamics. However, this enthusiasm took a hit when I started facing challenges with my supervisor. His critical feedback felt overwhelming, and my initial excitement began to wane. My lowest moment was when I submitted an assignment for review and he quickly rubbished it; yet I had poured all my blood, sweat, and tears into it, and sweeping it under the rag like that, dropped my spirits.

Rather than letting it discourage me, I chose to lean into the challenges, focusing on improvement and open communication. Over time, I learned to adjust, and my working relationship with my supervisor gradually improved. This shift brought valuable lessons in communication, resilience, and emotional intelligence—key skills in any professional environment.

Around this time, I was studying for my Certified Associate in Project Management (CAPM) exam,

where I encountered Tuckman's team development model. The Tuckman model is a well-established framework for understanding team dynamics and it is widely used by project management professionals to guide teams through collaboration challenges. The model highlights five stages—forming, storming, norming, performing, and adjourning—that mirrored my journey with my supervisor in ways I hadn't expected. In the forming stage, everything was fresh, and our interactions were light and positive. As we moved into the storming phase, however, our differences emerged, and frustrations surfaced. But by staying committed and adaptable, we reached the norming stage, finding common ground and understanding each other's expectations. Finally, we transitioned into performing, where we could work efficiently and productively together.

Understanding this going forward has taught me to accept team challenges and patiently navigate them knowing that at any point in time, the team could be at any of the stages of the theory.

Embracing this progression helps project managers navigate team challenges and it enables professionals to be more settled in their jobs allowing them to improve their careers.

This experience has taught me that building professional relationships is a journey. By embracing each stage, I've become a more resilient and adaptive project professional. Key takeaways from my experience with my supervisor and interaction with the model.

- Recognizing when conflict or miscommunication begins to creep into team relations. It is a natural part of the team dynamics/storming stage.
- Celebrating: when the conflict has been abated and the team is performing, take time to reflect on what is working well.
- Use each stage to assess your personal growth e.g. cultivate a culture of seeking clarity, actively listening, willingly taking feedback without becoming defensive, etc.

The next time you find yourself clashing with a colleague, resist the urge to jump ship. You may simply be in the storming stage, where tension and conflict are part of the journey. Trust the process, stay the course, and with patience and persistence, the performing stage will arrive sooner than you think. You'll look back and be grateful you stuck with it.

Innocent Walela is a Graduate Cost Manager at Turner & Townsend.

PMI Uganda: Celebrating a Decade of Project Management Excellence



GROUP PHOTO OF ATTENDEES

The 10th National Project Management Conference took place on June 7, 2024, at the Sheraton Hotel in Kampala, marking ten years of groundbreaking collaboration with the theme, *"Building Bridges, Breaking Barriers: Celebrating 10 Years of Collaboration for Project Success."* The event united project management professionals from diverse sectors, creating an electric atmosphere of learning, networking, and celebration.

The Annual Project Management Institute (PMI) Uganda Chapter conference is an event that focuses on pulling project professionals from various industries to come together for a day of

knowledge building, growing relationships, and creating a closer and more valuable bond as an institute of professionals.

The guest of honor Rt. Hon. Thomas Tayebwa, Deputy Speaker of the Parliament of Uganda, shared insightful words emphasizing the strategic role project managers play in shaping Uganda's development. Keynote speaker Mr. Patrick Ocailap, Deputy Secretary to the Treasury at the Ministry of Finance, also underscored project management's importance in driving economic growth, inspiring participants to aim for excellence.

Two panels offered deep dives into relevant industry challenges and opportunities. The first, *"Breaking Silos, Building Bridges,"* discussed strategies to strengthen cross-sector collaboration, perspectives were shared by individuals from respected industry leaders like UNOC, MTN and URA. The second panel, *"Incorporating the PMP Success Story into the Labour Market,"* highlighted how PMP certification is reshaping the job market, sharing practical insights into its application across industries.

A delegate said, one of my memorable responses during the panel session was to the question "What does the Project Management future look like in the labor market?" which was addressed by Ronald Ssekajja of HEBO Consult. He mentioned, "Now is the time for project managers to step up and take on strategic roles. We are not limited to taking actions and minutes but with the skills we have we can occupy positions of strategic leadership."

Participants also enjoyed lively networking sessions and an atmosphere filled with shared purpose and camaraderie. Irene Nattabi, PMI Uganda Chapter President, remarked, "It's inspiring to see such dedicated professionals, united by a commitment to innovation and quality in project management. This conference isn't just about looking back—it's about building for the future."

Key takeaways included; the need for increased collaboration as a chapter among ourselves but also with the government, a journey that has commenced with the Ministry of Finance, Planning and Economic Development (MoFPED) among others. Some other takeaways were to utilize lessons learned from the past 10 years to drive the greater success of the chapter and to note that organisations have embraced hiring and prioritization of PMPs as mentioned by Kabanesa Florence of National Social Security Fund (NSSF).

When all was said and done, we topped it all off with band assembles and music which the attendees grooved to while enjoying a drink, snack, and chat.

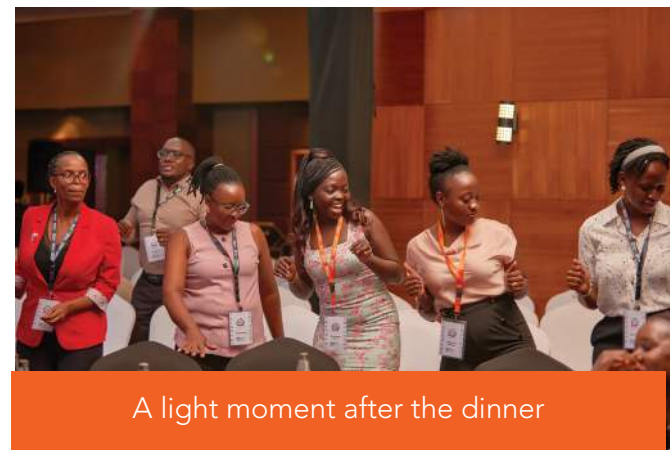
With record attendance and a palpable sense of community, the event set a new standard for PMI Uganda Chapter gatherings. Interested in joining? Stay tuned for upcoming events, there are more ways to get involved with the PMI Uganda Chapter and continue advancing our profession.



Guest of honour - Deputy speaker
Thomas Tayebwa



Picture of volunteers



A light moment after the dinner



One of the panel sessions

Path to Your PMP Certification

1

Check Your Eligibility

Review the requirements to ensure you meet the experience and education criteria.

<https://www.pmi.org/certifications/project-management-pmp>

2

Complete Your Application

Submit your PMP application on the PMI platform and await approval.

3

Pay and Schedule Your Exam

Once your application is approved, pay the exam fee and choose an exam date that works for you.

4

Prepare for Success

Study thoroughly using recommended resources, mock exams, and prep courses to set yourself up for success.

5

Take the PMP Exam

Showcase your skills and knowledge in the PMP certification exam.

6

Connect Locally

Register with the PMI Uganda Chapter to access support, networking, and resources tailored to your local project management community.

7

Earn PDUs to Maintain Your Certification

Grow and share your knowledge by earning Professional Development Units (PDUs). Engage in activities such as:

- Volunteering
- Sharing Knowledge (e.g., giving presentations, creating content)
- Practicing Project Management
- Learning & Development (e.g., attending training courses, organizational meetings, or online media)
- Self-Learning (e.g., reading, informal learning sessions)

8

Stay Engaged with PMI Uganda

Participate in chapter events, workshops, and other activities to stay active and keep your certification up to date.

Kick-start your journey with PMI Uganda and take each step towards the respected PMP certification!

Embracing an Agile Mindset in Project Management to Drive Change and Enhance Quality

By James Kiggundu

In today's fast-paced world, adaptability is essential. Agile project management reflects this need, promoting a flexible, iterative approach that prioritizes stakeholder engagement and progressive value delivery. Agile principles foster collaboration, welcome change, and emphasize practical solutions over excessive documentation, helping teams navigate uncertainties while staying connected to the people who matter most.

Despite its benefits, many organizations—especially those handling government-led projects—resist agile frameworks, favoring traditional, linear methods. This reliance on outdated processes limits organizations' ability to adapt, respond promptly, and achieve quality outcomes in dynamic environments.

The need for agility is particularly pressing in Uganda across sectors like education, governance, and public service. However, public service entities, including many Ministries, Departments, and Agencies (MDAs), have been slow to adopt agile methodologies. A striking example is Uganda's Ministry of Education and Sports, which took over a decade to modernize curricula for primary and secondary schools. Tertiary institutions face similar challenges, often struggling to align programs with the job market's evolving demands, especially in entrepreneurship.

In the telecom sector in Uganda MTN upgraded their mobile money platforms to give better experiences to the evolving market needs. Prior to that, competitors ate into the mobile money market share because MTN mobile money had become very painful. Many customers felt that MTN was taking them for granted before they got down to upgrading their platform.

This highlighted a missed opportunity of swiftness and being rapid bit of the conception of organizational agility. This was in line with the Magero, (2014) who revealed that, "agility helped companies to react successfully to the emergence of new competitors, development of new or industry-changing technologies or sudden shifts in the overall market conditions". This was no different from the error /gap MTN took when it did not respond swiftly to the changes in the market by then.

Furthermore concurring with Kasenene,(2021) who noted that, "When we talk about agility, we are talking about enforceable occurrences. Many of us do not plan long term and are quickly swept away when a natural occurrence happens. Our minds should be open to new trends every day. You do not die in ten years anymore, you die in minutes. In a hyper connected world, everything is immediate." This brings out another element that agility is a going concern that requires no sleep at work.

Given the dynamic nature of businesses, projects etc so does the agility methodologies or styles which ought to be revised time again to reflect the relevance to address stakeholders' needs and requirements. i.e. from communication needs to financial needs of existing MTN customers and the needs keep evolving overtime so does the concept of agility.

This is where all PMI stakeholder scholars and practitioners are encouraged to understand, explore and innovate agility in their own contexts and settings as to bring out working solutions to ever evolving project and organisational issues. Fortunately PMI Uganda has started initiatives to seek out knowledge from several stakeholder in the pursuit to expounding more on such concepts through newsletters, outreaches and conferences among others.

Furthermore, it has been observed that whenever there are changes in the weather patterns (rains), maintenances or upgrades UMEME endeavors to send SMSs to its stakeholders especially the customers about the pending effects more so reminding them to stay away from broken power lines for safety issues. This insinuates how UMEME focuses on future occurrences and strategies to address the impending consequences and in this case safety of its customers through the several avenues of communication benefitting its different clientele. This exemplifies how agility is applicable differently in several domains. The question to be

asked is, "how have you applied adaptability, flexibility etc in your work setup?"

To effectively integrate agile practices into your projects, start by creating a collaborative environment where team members feel comfortable sharing ideas and challenges. According to Highsmith (2009), strong communication and shared ownership are key to building a successful agile team, so encourage

open dialogue and teamwork. Next, hold regular, time-boxed meetings, like daily stand-ups or sprint reviews. Beck et al. (2001) suggests these brief check-ins help the team stay focused and quickly respond to any changes or obstacles that arise. Lastly, break your project into smaller, manageable tasks to deliver value incrementally. Sutherland (2014) advocates for this approach, as it allows for frequent feedback from stakeholders, making it easier to adjust and improve as you go.



Team work



MTN CEO - Sylvia Mulinge



Umeme twaake



BUILDING AGILITY IN ORGANIZATIONS: A PRACTICAL GUIDE

To foster agility, start by assessing current practices, inviting team members to openly share their experiences and challenges. Next, introduce agile principles through interactive workshops, using relatable industry examples, to build engagement. Implement daily stand-up meetings for brief updates, promoting team cohesion. Transition to iterative sprints, breaking down projects into smaller tasks with clear goals, allowing for regular progress assessments and adjustments based on feedback.

Creating a collaborative environment is essential; encourage idea-sharing and inclusivity. Success metrics should focus on team morale, project timelines, and customer satisfaction, celebrating progress while aiming for continuous improvement. Agility, still emerging in Uganda, offers a competitive edge, particularly in sectors like education, which can benefit from adaptable, innovative mindsets. By embracing agile principles, organizations can enhance quality and responsiveness, driving impactful change across various sectors.

Contributed by James Kiggundu, a project management professional highlighting the role of agility in Uganda's development.

THE PROFESSIONAL PROJECT MANAGEMENT MOVEMENT: PMI UGANDA CHAPTER

By Eng. JB Kabuye

Founded in 2005 as the Ugandan branch of PMI USA, the PMI Uganda Chapter is a dynamic force in the Pearl of Africa's project management landscape. This movement, fueled by knowledge-hungry professionals, aims to set the bar for excellence and integrity, ensuring maximum value in every project. Driven by a commitment to continuous learning, the chapter embodies a culture of innovation, regularly adapting to the ever-changing business environment through dedicated practices of learning, unlearning, and sharing.

Since its inception, PMI Uganda Chapter has celebrated countless milestones, each contributing to the nation's development of skilled and certified project managers. Members, volunteers, and partners have enriched the lives of many by hosting workshops, seminars, webinars, and conferences that foster a vibrant project management community. But it's not all work—the chapter also knows how to celebrate. From beach outings to candlelit dinners, members enjoy camaraderie and celebrate their successes with style.

In 2007, Uganda celebrated its first PMI-certified project manager, marking the beginning of a wave of professionalism in project management. Today, Uganda boasts thousands of certified, competent project managers dedicated to achieving project success across the country. This movement is inclusive and open to all—whether you're a seasoned professional, a student, or even retired, PMI Uganda invites you to learn, network, and expand your project management skills.

With nearly two decades of success, PMI Uganda Chapter has remained steadfast in supporting its members' professional growth through invaluable resources and networking opportunities. The chapter is also dedicated to elevating project management standards nationwide, creating strategies for a bright future filled with collaboration and development.

For government and private sector entities seeking reliable project management, look no further—PMI Uganda is your go-to partner for excellence in project execution. As Eng. Kabuye John Bosco, PMP, MUIPE, puts it, "This group is indeed driving innovation, fostering leadership, and shaping the future of project management in Uganda and across East Africa."

Join us and become part of a movement that's not only achieving dreams but building a legacy in Uganda's project management field.

Eng. Kabuye John Bosco is a seasoned Engineer and professional Project Manager with vast experience in managing Capital projects in the manufacturing and the Oil & Gas sectors. He has successfully delivered projects in East and Southern Africa. Dedicated to driving meaningful change, he is passionate about projects that advance climate change resilience and adaptation efforts, foster inclusive solutions that empower communities and ensure equitable, sustainable outcomes for all.

PMI Uganda Shines at Public Investment Management Conference

By Pamela Nabisaalu

The Project Management Institute - Uganda Chapter recently participated as an exhibitor at the Public Investment Management Conference, hosted at Makerere University's School of Public Health Auditorium. Organized by the Ministry of Finance, Planning, and Economic Development (MoFPED) in partnership with Makerere University's Public Investment Management Center of Excellence (PIMCOE), the conference sought to advance public investment management and boost Uganda's investment returns.

Under the theme, "Improving Project Implementation, Monitoring, and Evaluation in Uganda," the conference attracted numerous stakeholders, including PMI Uganda Chapter

representatives, who were there to highlight the chapter's programs and services. Our booth, led by dedicated volunteers Pamela Nabisaalu, Elaine Driciru, and Melvin Ainebyoona, and supported by board members Disan Katabalwa and Gilbert Omitta provided attendees with insights into the value of PMI membership, training opportunities, and chapter merchandise like branded t-shirts.

Notably, the guest of honor, Finance Minister Matia Kasajja, visited the PMI Uganda stall, expressing enthusiasm for our work. His positive remarks included a light-hearted promise to send his daughter to us for project management training—an endorsement that underscores the importance of PMI's role in nurturing Uganda's project management talent.

Reflecting on the event, PMI Uganda identified several areas to enhance our future exhibitions: having brochures and contact cards available, improving banner and stand setups, ensuring all display materials are intact, and providing a visitor book to record interactions.

PMI Uganda Chapter is committed to showcasing excellence in project management, and we're grateful for this opportunity to contribute to Uganda's public investment goals.

PROJECT MANAGEMENT



BOOST YOUR CAREER IN CONSTRUCTION MANAGEMENT! ENROLL FOR PMI-CP TODAY!

By Eng. Diana Keesiga, PMP, PMI-SCP

The construction industry, the largest in the world, contributing 13% of global GDP, has struggled with performance, achieving only 1% annual growth over the past two decades. Research indicates that \$69.4 trillion in global infrastructure investment will be needed by 2035. However, skilled labor shortages are a significant concern, and with a substantial portion of the global construction workforce projected to retire by 2031, the talent gap is expected to widen.

The PMI Construction Professional in Built Environment Projects (PMI-CP) certification sets a new standard for professionals managing large, complex construction projects, ensuring they are delivered on time, within budget, and with a strong focus on quality. PMI-CP is designed for the construction industry and is ideal for project managers, engineers, architects, quantity surveyors, planners, developers, and contractors who want to refine their expertise and stand out from the crowd.

In the last decade, advanced techniques like Advanced Work Packaging (AWP), the Last Planner System (LPS), and cutting-edge technologies such as artificial intelligence (AI) and blockchain have transformed construction. However, the industry has often overlooked the people and quality aspects of project management. PMI-CP addresses this gap, providing structured training in construction-specific project management processes, tools, and standards. In fast-growing economies like Uganda, quality in infrastructure development is critical—not just a goal, but an imperative.

Since its launch, PMI-CP has seen significant global adoption, with over 14,000 courses completed. In December 2023, the UK government endorsed PMI-CP principles by recommending all government projects in the built environment use digital tools like 4D CAD, Advanced Work Packaging, and



modular construction to achieve a projected 40% efficiency gain—core topics in the PMI-CP curriculum. South Africa's regulatory authority, SACPCMP, selected PMI-CP as the preferred credential for construction professionals, and in Saudi Arabia, the Human Resources Development Fund (HRDF) now supports PMI-CP to enhance the national workforce as part of Saudi Vision 2030. These early successes underscore PMI-CP's growing influence in advancing construction industry standards worldwide.

PMI-CP empowers organizations to upskill their workforce, enabling high-value tasks and ensuring projects meet time, budget, and quality goals. By providing industry-specific skills, PMI-CP fosters continuous improvement and professional excellence. It enhances project delivery through resource management, contract alignment, and proactive risk mitigation tailored to construction complexities. PMI-CP also builds client trust by demonstrating a commitment to excellence and industry best practices, helping attract and retain top construction talent. While PMP offers broad, cross-industry applicability, PMI-CP is specifically tailored for construction, emphasizing project management, advanced risk mitigation, and sector best practices.

My journey with PMI-CP has been transformative. Courses on Construction Project Communications and Construction Technology and Innovation have had a major impact on my career. I learned the critical importance of communication, especially since 33% of mega projects fail due to communication breakdowns. The program also emphasized fostering an innovative culture to improve safety and efficiency, especially as the construction industry contributes 30% of global

greenhouse emissions. Developing strategies to avoid delays and cost overruns has proven essential in my leadership role.

The program offers two study options: a self-paced online course or training through a PMI Authorized Training Partner (ATP). In Uganda, Cross Links Access Network Services is currently the only certified ATP to deliver the exam preparation course.

The program includes four foundational courses required for the PMI-CP capstone exam and three advanced courses designed to build senior-level skills. The foundational courses are; Construction Project Communications, Construction Scope and Change Order Management, Construction Contract and Risk Management, and Construction Interface Management.

The advanced courses are; Construction Performance and Materials Management, Construction Technology and Innovation, and Construction Execution Planning.

As a certified trainer and a Senior Construction Professional (PMI-SCP), I am equipped to guide you through this impactful program. Don't miss this opportunity—contact me at 0775 770596 or 0772 120153 & info@crosslinksconsults.com for enrollment details.

Eng. Keesiga is a Senior Manager-National Impact & Influence at Water for People and Vice President of Public Relations, Practice & Ethics of the Uganda Institution of Professional Engineers (UIPE). She is also a certified PMI-CP and PMP trainer with CrossLinks Access Network Ltd.



BOOST YOUR PMI CERTIFICATION PROGRESS BY CLAIMING PROFESSIONAL DEVELOPMENT UNITS (PDUS) FOR YOUR RECENT ACTIVITIES

Here's how Claim Your PDUs in 7 Easy Steps!

01

Login;

Head to the PMI platform (<https://www.pmi.org>) and log in with your username and password.

Navigate to the homepage once you're logged in.

Access the Home Page;

02

03

Find "Report PDUs";

Scroll to the bottom and click "Report PDUs."

You'll be redirected to the platform for submitting PDUs.

Enter the PDU Claim Platform;

04

05

Click "Report PDUs" on the Dashboard;

This button initiates your claim.

Select the category that fits your activity.

Choose Your PDU Category;

06

07

Submit Activity Details;

Fill in the activity details and submit.

Alternatively,

Navigate through the Project Management Academy platform

<https://projectmanagementacademy.net/resources/blog/claim-pdus-for-your-pmi-certification/#:~:text=Talent%20Triangle%C2%AE.,PMP%20PDU%20claim%20cycle,as%20a%20PMP%20PDU%20claim>

Nurturing Uganda's Future Innovators: PMI Uganda at the Junior Achievers Company of the Year Competition

How do we foster a generation of business-minded youth who prioritize sustainability? The Project Management Institute (PMI) Uganda Chapter took a step toward answering this question by partnering with Junior Achievers Uganda for the 2024 Company of the Year Competition, proudly sponsored by the PMI Educational Foundation. This year's theme, *_Greenovation_*, pushed students to present eco-friendly, energy-efficient projects that champion sustainability in everyday business.

Engaging youths in such initiatives where we enlighten them on project management fundamentals as young business owners will nurture a culture of future project managers and harness project management best practices throughout their projects.

As volunteer judges, We had the honor of assessing creative and thoughtful solutions developed by bright young minds from schools across Uganda. From biodegradable packaging to water-saving technology, each project carried its unique approach to today's environmental challenges.

The Judging Process included: A Thorough Examination of Ingenuity and Management Skills. The competition judging took place in two phases, allowing each team to showcase their creativity and mastery of project management.

In the first phase, we evaluated 13 comprehensive business reports from various teams. Each report outlined a company's vision, mission, objectives, and financial details, as well as its approach to sustainable practices. Reviewing these documents took over 16 hours, but it was worth every minute. The student's attention to environmental responsibility and the alignment with the *_Greenovation_* theme was impressive, demonstrating a real understanding of how businesses can drive positive change.

On the competition day, teams displayed their prototypes and products in creatively designed stalls. We evaluated each company's layout, product articulation, and alignment of their presentations with their business reports. It was amazing to see the students' confidence in discussing project management principles and strategies they applied, from material sourcing to project timelines. All the projects were amazing, one that stood out was the wind turbine generator which emerged as the winner of the competition.

The judging event was participated in by Pamela Nabisaalu and Stephen Mpagi Kalibbala supported by the Vice President of Volunteers and Social Impact, James Katumba.

Witnessing the creativity and commitment to sustainability among these students was inspiring and the partnership between PMI Uganda and Junior Achievers Uganda is more than just an event; it's a nurturing ground for the next generation of project managers and entrepreneurs. We left the event feeling excited about Uganda's future, knowing these young innovators will carry the torch of responsible, eco-conscious business practices.

This experience has deepened our appreciation for PMI Uganda's mission to support future leaders. We look forward to seeing these students grow, and encourage all professionals to get involved—whether through mentorship, volunteering, or simply supporting events like this one. Together, we can make a lasting impact on Uganda's business landscape.

By Pamela Nabisaalu



The delegates that represented PMI



The winners in the project management category



An air filtering prototype for industries and schools



Plastic made pavers -
Winners of the project management category



The winners of the competition - Wind turbine generator



Materials made from
recycling polythene bags

PMI UGANDA CHAPTER – UNIVERSITIES/TERTIARY INSTITUTIONS’ OUTREACH PROGRAM TO KYAMBOGO UNIVERSITY

By Kaahwa Peace Eugenia



PMI and the team from Kyambogo University

The PMI Uganda Chapter’s Volunteer and Social Impact Department aims to harness the passion and dedication of volunteers to create meaningful change in communities. One of the Chapter’s key initiatives is the Universities/Tertiary Institutions’ outreach program, designed to popularize Project Management and inspire future leaders in higher education institutions.

On Saturday, April 6, 2024, a five-member team engaged with 39 enthusiastic engineering students at Kyambogo University from 11:00 am to 3:00 pm. The session, initially planned for 10:00 am, was delayed by an hour due to an impromptu Continuous Assessment Test (CAT). Volunteers kicked off the event with presentations on Project Management and its practical applications, followed by breakout discussions in small groups. Students also had the opportunity to showcase projects they were working on, allowing for a more hands-on learning experience.

The sessions proved so engaging that the originally scheduled end time of 2:00 pm was extended to 3:00 pm to accommodate the enthusiastic participation. Students expressed their gratitude for the impactful and interactive sessions, thanking the PMI volunteers for their time and dedication to enhancing their learning.

For future outreach events, the PMI Uganda Chapter plans to increase volunteer involvement, improve stakeholder engagement and management, and incorporate more project management case studies to further enhance the learning experience.

The April 2024 outreach at Kyambogo University was a resounding success. The engineering students gained valuable insights into Project Management, and to continue the conversation, it was proposed to establish a platform for ongoing collaboration between the students and the PMI Uganda Chapter. This initiative will help students build their social capital, acquire knowledge, and position themselves for future opportunities through certifications and professional growth.

Project Management for Youth: A Social Impact Initiative with Shine Leadership International

By Lydia Kansime Bereket, PMP

The PMI Uganda Chapter is mandated to carry out social impact activities, including outreach to student institutions to promote and socialize the discipline of project management. Under this initiative, the chapter, through the Board, has signed several memoranda of understanding with student institutions and other organizations that are engaged with students and young adults. One such organization is Shine Leadership International, a dynamic youth-focused organization dedicated to empowering the next generation through leadership, entrepreneurship, work readiness, and personalized career guidance, equipping young individuals with essential skills for success in an evolving global landscape.

PMIU participated in the Shine Leadership international flagship training program dubbed Youth Empowerment Leadership and Entrepreneurship Program (YELEP) that ran from 28 June 2024 to 2 August 2024. The training targeted graduating and out-of-university students under the theme, "from potential to impact". The event was initiated by the Social Impact leadership which included James Katamba, Kaahwa Peace Eugenia, and Eng. Irene Nattabi.

During the planning phase of the PMI Uganda Chapter's socialization event with Shine Leadership International, a Project Manager, Lydia Kansime Bereket, was selected to lead a team of four PMI Uganda Chapter Social Impact

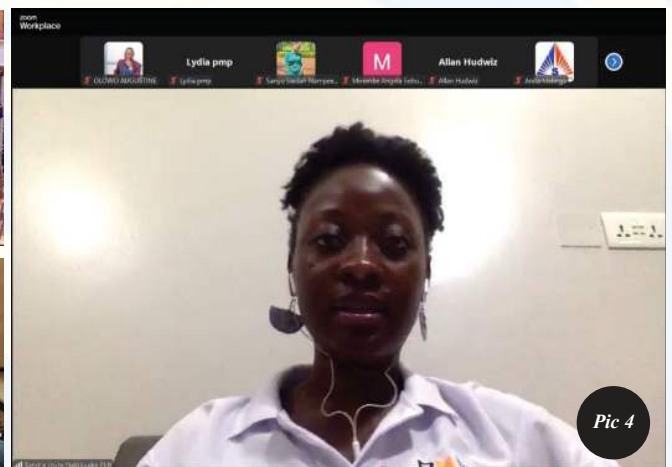
Volunteers. The team, including Sandra Joyce Nakibuuka, John Owor, Elaine Peace Dricuru, worked collaboratively to develop a comprehensive scope of work based on the MoU between the two organizations. They used tools like a work breakdown structure to allocate resources, assign team member roles, and establish project closing protocols. Virtual platforms such as WhatsApp and Zoom were employed for planning, stakeholder engagement, and communication, ensuring real-time feedback and coordination.

In preparation for the training sessions, the team held Zoom meetings the night before each event to simulate the training environment and align with best practices for virtual delivery. The sessions aimed to help participants grasp the core concepts of project management,

explore different tools and techniques for successful project execution, and apply practical principles to launch and grow sustainable community projects aligned with the Sustainable Development Goals (SDGs). Additionally, hands-on group presentations were conducted, framed around the five process groups of project management.

Students were given 24 hours to develop a project proposal and plan, which they presented to a panel for feedback on optimization using Project Management Skills for Life, before proceeding to execute their projects. A total of 106 students attended the event and were awarded electronic Project Management Institute Educational Foundation Skills for Life (PMIEF) Certificates.

Mrs Bereket is a Construction and Project Management Professional, Leader, Strategist, and Innovator.



Pic 1- One of the students carrying out an environmental project in partnership with a community school

Pic 2- Students graduation after successfully executing team projects in their communities

Pic 3- Team carrying out project closure protocols

Pic 4- Sandra Joyce Nakibuuka, PMP delivering an online training session for YELEP programme under Shine Leadership International.

PMI Global Summit 2024, LA, California ,USA

The PMI Global summit is an annual signature event for project management professionals worldwide. The PMI Global summit 2024 was held in Los Angeles Convention Centre California; USA from September 18-21,2024. The summit was attended by over 4000 delegates, participants and exhibitors from all over the globe. PMI Uganda chapter was represented by a seven man strong delegation led by the President Eng. Irene Nattabi PMP

The theme of this year's summit was "Future of Project Management". The President and CEO of PMI, Pierre Le Manh, PMP, during the opening keynote address launched next generation Project Management tools and acquisition of Cognilytica. Cognilytica, a leading firm focused on best practices research, training, and certification in AI, machine learning (ML), automation, data, and analytics for organizations and professionals. "Project professionals come to PMI for best-in-class tools and techniques to lead transformation in their organizations, their industries, and their careers. I'm delighted to

unveil an upgrade to PMI Infinity™, the most innovative and comprehensive GenAI platform for project managers, and to welcome Cognilytica's expertise to the PMI family, as together, we look to lead the AI transformation of project management and prepare project professionals to lead the AI transformation" said President and CEO of PMI.

Sustainability is one of the contemporary issues in Project Management. Los Angeles was selected at the PMI Global Summit 2024 because of her growing focus on sustainability in the past years. The Los Angeles Convention Centre (LACC) is a leader in environmental sustainability and was the first of its size in the USA to achieve LEED EB+OM Gold recertification (2015). PMI embraced the use of technology to communicate more effectively, reduce paper use, and reduce overall waste for the Global Summit. All presentation materials and handouts from speakers were digitally distributed, and the full program agenda was not printed, but was made available on the Global Summit 2024 website and the mobile app (PMI Event App).



The summit program was so rich for all the participants, the summit featured a well-organized agenda, allowing participants to plan their schedules in advance using the PMI Event App. The event was highly interactive, offering strategic conversations, panel sessions, workshops, and educational talks, all centered around relevant industry topics that united leaders, experts, and practitioners. Participants had the opportunity to engage with thought leaders, attend various workshops, and connect with mentors in their fields. The program also included internal and external city tours designed for recreational, educational, and informational purposes.

Key discussion areas encompassed the integration of artificial intelligence in project management, strategies for leading remote teams, the importance of stakeholder engagement in a rapidly changing environment, and Environmental, Social & Governance (ESG) considerations, leadership in digital environments, Focus on Project Management Offices, among others. Our own Eng. Joseph Musiitwa PMP was chosen as one of the 200 presenters, sharing valuable insights with attendees. His key topic focused on "ESG Integration: Project Management for Greener Pastures."

Talking about Artificial Intelligence (AI), research shows that 40% of project professionals use GenAI in more than half their project work validating the need for project professionals to upskill, learn and experiment with technology to ensure that they stay ahead. During the PMI Global Summit 2024, PMI Infinity was launched. Introduced in 2024, PMI Infinity™ is a generative AI assistant for use across project-based work. PMI Infinity™ is powered by GPT-4o, for improved accuracy and response quality. The new version – PMI Infinity™ 2.0- optimizes AI-driven responses and content generation for greater efficiency and effectiveness and brings accurate, faster, smarter and deeper conversations

Each day from 8:00 AM to 5:00 PM, the Exhibition Hall was filled with various service providers and sponsors who showcased solutions/tools that can be adopted to navigate day-to-day challenges in the various sectors.

Throughout the summit, participants built valuable networks and gained insights into navigating complex project landscapes using



new technologies as well as traditional management practices, knowledge on the in-demand skills required for the future Project Management. All professionals earned Professional Development Units (PDUs) for their participation. PMI also recognized outstanding professionals and chapters for their significant contributions over the past year since the previous summit in Atlanta, Georgia. Special appreciation was extended to PMI Volunteers for their impactful efforts within their communities.

The summit concluded with the final Keynote address titled "The fallacy of Impossible" which beautifully wrapped up the sessions by encouraging all participants to be forward thinkers, continue being creative and innovative, while staying abreast with the evolving technologies and trends so as to deliver high-impact projects. The PMI Global Summit 2024 was a highly rewarding event that effectively facilitated opportunities for learning, networking, and acquiring new insights into best practices and innovative solutions for delivering successful projects.

Looking ahead, the excitement for the next summit in Arizona builds, promising even more opportunities for growth and connection in the project management community. Plan not to miss the next Global Summit will be held in Phoenix, Arizona USA from 12th to 15th November 2025. Save up the required funds, obtain the required travel documents and let us at least represent Uganda.

Kaahwa Peace Eugenia is a Project Management Professional currently working with CARE Uganda.

PMI Uganda's Project Management Workshop at Makerere University, College of Engineering, Design, Art, and Technology (CEDAT)

By Sandra Joyce Nakibuuka

On 5 April 2024, the College of Engineering, Design, Art, and Technology (CEDAT) at Makerere University hosted a transformative workshop by the PMI Uganda chapter, titled "Project Management Skills for Life." The afternoon sun did little to deter students from various disciplines to converge at the CEDAT conference hall, for an immersive session that would leave a lasting impact. The seasoned presenters, each a veteran in project management, made complex concepts like scope, quality, and risk management both approachable and relatable. Their message was clear: managing projects isn't just about overseeing tasks—it's about crafting a vision and navigating it to success amidst challenges.

The workshop was highly participative and engaging. Students formed project teams to tackle real-life scenarios. From renovating the CEDAT old building to planning campus recycling drives and designing classrooms for disadvantaged communities, the teams faced hands-on challenges like material shortages and scheduling conflicts. But through collaboration and critical thinking, they overcame these obstacles, gaining practical skills and leadership insights.

As the workshop came to a close, one key takeaway resonated deeply with the participants: "Project management reflects the journey through life's uncertainties and the satisfaction of achieving goals. It is a discipline that mirrors life itself—unpredictable, demanding, and incredibly rewarding." The participants walked away with more than just certificates; they left with a new mindset, ready to apply the tools of project management to life's ever-evolving challenges.

Sandra Joyce Nakibuuka is a Public Health Specialist and Certified Project Manager.



Why PMI? A story for one member

By Innocent Rwamwiza

I am proud to be an active member PMIU chapter and my journey so far has been rewarding. I got to learn about the chapter through my lecturer, who urged me to get certified and join the chapter.

Since that dinner day in December 2023, my membership has opened doors that certification alone could never have. I have been able to volunteer in spaces I would not have imagined and have been fortunate to meet amazing volunteers that have become incredible friends.

The chapter has strengthened my spirit of volunteerism, a virtue of Ubuntu that inspires us to give back and better our communities in more sustainable ways.

I have participated in several chapter projects and honed an array of project management skills. These chapter engagements have had a spillover effect on other personal works and improved my productivity rates.

The meaningful friendships I have built over a year, have made the chapter my second home. I want to call upon all project managers, certified and non certified to join us and we build an association that we shall be proud to belong and one that will contribute to improved implementation of National, institutional and individual projects. PMIU is a home to all project managers, let's build it together!

Innocent Rwamwiza is a public health specialist and a Project Management Professional

PMI CHAPTER MEMBERS

		No of Members	
CERTIFICANT		415	
NON-CERTIFICANT		275	
TOTAL CHAPTER MEMBERS		690	
Certification Type	No. of Certificants	Non-Certificants	Total
AH-MC	1		1
BEPM	1		1
BETI	1		1
CAPM	5		5
CD-MC	1		1
CPBEP	1		1
DASM	4	1	5
ECC	4		4
PgMP	2		2
PMI-ACP	11		11
PMI-BPA	1		1
PMI-RMP	2		2
PMP	381	7	385
None		267	270
Total Chapter Members	415	275	690

How to join PMI

1. Go to <https://www.pmi.org/membership/join> page
2. Pay \$239 by debit/credit card
3. Cheaper by 20% if you are a student or Group of more than 15
Please email info@pmiuganda.org for more information

PMI Authorized Training Partners-Uganda

Go to <https://atp.pmi.or/provider-directory> page

1. Crosslinks Access Network Services Ltd. <https://crosslinksconsults.com/>
2. Pearl Project Management Synergies International. <https://ppmsi.net/>
3. MAT ABACUS Business School. <https://matabacus.ac.ug/>
4. Uganda Management Institute. <https://umi.ac.ug>
5. Agile Project Management Ltd. <https://agileprojectmgrs.com>

BOARD MEMBER BIOS



Disan Katabalwa (PMP)

Vice President PMI Uganda Chapter

Disan has been a PMI member since 2019, with a strong commitment to volunteerism, having initially served in outreaches. He now holds the position of Vice President of the PMI Uganda Chapter, where he brings a visionary approach to supporting the Chapter's strategic objectives. His vision for his tenure as Vice President includes enhancing the Chapter's value proposition to members, fostering professional development opportunities, and strengthening PMI Uganda's influence within the East African project management community.

Disan holds a Project Management Professional (PMP) certification, an MBA, a bachelor's degree in Commerce (BCOM) from Makerere University, a business diploma from Makerere University Business School, and a business management certificate from FH Münster University of Applied Sciences in Germany. With over 16 years of

experience spanning banking, product development, and project management, he has successfully managed banking projects across Nigeria, the Democratic Republic of Congo, Uganda, Kosovo, Malawi, and Zambia. He serves as the Product and Innovation Manager at FINCA Uganda and is a Board member of the Rural Development Foundation.



Sandra Nyakalaya Mulindwa

Vice President Finance

Sandra works in the Corporate Strategy Office at the Uganda National Oil Company. With over 16 years of experience in strategy development and financial management, and more than a decade in program and project management, Sandra brings extensive expertise to her role. Previously, she held key positions at the Uganda Revenue Authority. In addition, she is a licensed financial services and life insurance agent, representing both Old Mutual Group and Prudential Life Assurance.

An experienced trainer and consultant, Sandra specializes in project management, strategy development and execution, and financial services. Since 2015, she has been a dedicated member of the PMI Uganda Chapter, where she served as Vice President of Marketing from 2015 to 2017 and now contributes as Vice President of Finance.

Sandra holds a Master's degree in Management Studies with a focus on Financial Management and a Bachelor of Science in Quantitative Economics. Her certifications include Project

Management Professional (PMP), Strategic Performance Management System Professional, Balanced Scorecard Professional, and Key Performance Indicators Professional.

Sandra is focused on enhancing financial transparency and strengthening strategic initiatives within PMI Uganda, aiming to create a lasting impact on the project management profession in Uganda. Her commitment extends to community involvement, where she leverages her skills to foster development. An avid sports enthusiast, Sandra has competed in various corporate and national sporting events, reflecting her passion for teamwork and excellence both on and off the field.



Eng. Joseph Kibuuka

PMP, Vice President of Professional Development and Events

Joseph is an accomplished Telecoms Engineer and Project Management Professional with over 25 years of experience in Mobile Network Operations and Project Management. His career spans multiple cellular companies in Uganda, as well as work with the Uganda Communications Commission (UCC). Joseph has played a key role in projects that have transformed the local ICT sector, introducing progressive technologies like LTE, VoLTE, and 5G. He has also contributed to numerous FinTech projects across mobile banking, payments, lending, education, and more.

Joseph holds a bachelor's degree in Electrical Engineering from Makerere University (MUK), an MBA from the Eastern and Southern African Management Institute (ESAMI), and is a certified Project Management Professional (PMP). He is registered with both the Uganda Institution of Professional Engineers (UIPE) and the Engineers Registration Board (ERB). Since 2023, Joseph has volunteered as the Vice President of Professional Development and Events for the PMI Uganda chapter, a role he continues to hold.

His vision is to elevate professional development opportunities, create engaging events, and foster a strong project management community. He aims to launch mentorship programs, promote lifelong learning, and establish partnerships with industry stakeholders to maximize the chapter's value for members and the wider project management community.



Evelyn Osiime

Chapter Secretary

Evelyn Osiime is a Digital Transformation Strategist dedicated to bridging technology with human connection. She empowers technology teams by equipping them with the soft skills needed to align technical expertise with business objectives, driving impactful results for organizations.

Evelyn serves as an Independent Director at Mayfair Insurance (U) Ltd and is the Board Secretary for the Project Management Institute (PMI) Uganda Chapter. With over a decade of experience in leading digital transformations for various water utilities across Africa, she brings a wealth of expertise to her roles. Evelyn is also an advocate for Women in STEM, actively mentoring young women through Girls for Girls (G4G), and is a trainer and facilitator at the FIDELIS Leadership Institute. Beyond her professional pursuits, she is a wife and mother of three, committed to community empowerment and meaningful growth.

As the PMI Uganda Chapter's Board Secretary, Evelyn is dedicated to maintaining accurate chapter records, managing board correspondence, and documenting meeting minutes and resolutions. Her vision for the role includes establishing a standardized, centralized documentation system that ensures comprehensive and accessible records, creating a unified calendar for PMI events, and enhancing communication channels to boost member engagement and streamline operations. Over her two-year tenure, she is committed to fostering organizational efficiency and supporting the board's strategic initiatives through meticulous administrative leadership.



James Katumba

Vice President of Youth & Social Impact

James is a certified Project Management Professional (PMP®) and a PMI-Authorized Training Partner (PMI-ATP) Instructor, delivering PMP certification courses at MAT Abacus Business School in Uganda and its Kigali campus. He is also a certified Disciplined Agile Scrum Master (DASM), enhancing his versatile project management skills. Additionally, he tutors in the MBA Program at Edinburgh Business School, Heriot-Watt University.

As a board member of the PMI Uganda Chapter, James has been instrumental in expanding the chapter's volunteer base for various activities. His leadership has driven project management training efforts for both private and public institutions, including Kampala University, Kyambogo University, and Makerere University. Through his work with the Project Management Education Foundation (PMIEF) and with support from the board, he has facilitated partnerships with the African Leadership Academy (ALA), Junior Achievement (JA), and Kampala Capital City Authority (KCCA) to deliver "Project Management Skills for Life" training. He is currently working with the PMIEF to train the CARE team in Zimbabwe and Tanzania.

James is passionate about personal growth and is an active member of Toastmasters International. He believes in continuous learning, emotional intelligence, and goal alignment, and he supports young professionals in developing essential "power skills" and volunteers in initiatives that promote industry readiness. He is an approachable leader who finds fulfillment in guiding others toward their potential and fostering a collaborative, accountable, and success-driven culture. As VP, of Youth & Social Impact, James desires to cultivate a strong youth community that will meaningfully contribute to local project management practices.



Peter Mutungire

Vice President of Technology & Communications

Peter is a Leadership Trainer, Executive Coach, and Certified Member of the Maxwell Leadership Team, with expertise in the DISC Model of human behavior. He is a certified Project Management Professional (PMP®) and a member of the Project Management Institute (PMI), actively engaged with both the USA and Uganda chapters. Peter is passionate about project management, leadership development, and personal growth, dedicating his career to training, coaching, and equipping individuals and groups to elevate their leadership skills, unlock their potential, and pursue their purpose.

With over 14 years of corporate experience and 8 years in management and leadership roles, Peter currently serves as the Director of Executive Coaching and Leadership at ACTUM (U) Ltd., a corporate coaching, training, and consulting firm specializing in leadership and human capital development. He also facilitates at the Watoto School of Community Leadership and serves as an authorized PMI Training Partner (ATP) for PMP® certification. Additionally, Peter provides strategic leadership at Hostjaja Inc. and serves as Director of Information Technology at the National

Water & Sewerage Corporation. Peter holds a Master's Degree in Management Studies (MMS) and a Postgraduate Diploma in Project Planning and Management from the Uganda Management Institute, as well as a Bachelor's Degree in Information Technology and Computing from Kyambogo University. Peter aims to enhance member engagement by leveraging technology to improve communication, and foster an interactive digital community.



Winnie Mwangi

Vice President of Membership

Winnie is a dedicated wife and mother of two, with a passion for empowering people and fostering collaboration. As a dynamic, situational leader, she focuses on harnessing collective contributions to build strong, effective teams that drive both individual and organizational growth.

With a proven record in program and change management, Winnie skillfully employs agile, waterfall, and hybrid practices to achieve results. Her extensive background in technology and operations enables her to effectively drive business management, growth, and sustainability. Her professional experience spans various sectors, including IT training, banking, agribusiness, and logistics management across the East African region.

Winnie is currently working as a Change Specialist at Absa Bank, where she leads strategic change initiatives. As Vice President of Membership, her vision is to build a supportive environment that encourages member growth, collaboration, and knowledge sharing.



Eng. Gilbert Omitta

Vice President Outreach

Eng. Gilbert Omitta is a seasoned professional with over 15 years of experience in the energy industry, bringing a wealth of expertise across project management, energy transition, drilling and well engineering, digitization, automation, cost analysis, contracts and procurement, field operations, data analytics, optimization, and Health, Safety, Security, Social, and Environment (HSSSE).

As a certified Project Management Professional (PMP®), a Registered Engineer with the Engineers Registration Board Uganda, and a Chartered Engineer with the Engineering Council UK, Eng. Omitta is committed to advancing industry standards and best practices. He actively contributes to several professional organizations, including the Project Management Institute, the Energy Institute (UK), the Uganda Institution of Professional Engineers (UIPE), the Institution of Mechanical Engineers (IMechE - UK), and the Society of Petroleum Engineers (SPE).

Eng. Omitta holds an MSc in Drilling and Well Engineering from Robert Gordon University (UK), an MEng in Oil and Gas Field Development Engineering from China University of Geosciences, and a BSc in Mechanical Engineering from Makerere University. His extensive qualifications and affiliations reflect a deep commitment to engineering excellence and innovation in the energy sector.



THE

PROJECT TEAM



Pamela Nabisaalu

Project & Change
Management Specialist



Susan Karungi

Governance & Institutional
Strengthening Specialist



Honest Herbert Kakiiza

Electrical Engineer
-Multi-Konsults Limited



Nelson Kukundakwe

Communications
Specialist



MESSAGE *from the* EDITOR

Strategic Communication function closes gaps in Project Management

It is an absolute honor to contribute to the production of PMI Uganda Chapter's inaugural newsletter. Launching this first edition has been an exciting journey, moving from the ideation to a finished product that reflects the energy and passion of our community.

Drawing on over a decade of experience as a communications professional, I am thrilled to have coordinated and curated this remarkable publication. This edition celebrates collaboration and creativity while spotlighting the incredible work within our chapter. I hope you find the stories inspiring and the insights empowering.

Effective communication is the foundation of every successful project. It ensures that stakeholders, donors, supervisors, employees, and the public are aligned with a project's goals, progress, and outcomes. Yet, many project managers—despite their expertise—lack formal training in communication, which can hinder their ability to strategically convey essential information.

This gap underscores the need for dedicated communication specialists within project teams. Such professionals bring a structured approach to managing information flow, fostering transparency, and addressing the diverse needs of stakeholders. They ensure that the right message reaches the right audience, mitigating risks and resolving potential conflicts before they escalate.

From the planning phase to final implementation, communication drives collaboration, alignment, and innovation. By establishing clear communication channels and tailoring messages to specific audiences, projects can avoid misunderstandings and delays while enhancing overall efficiency. Moreover, integrating tools such as project management software and collaborative platforms simplifies how teams share and receive critical updates.

The importance of communication extends beyond merely sharing updates—it's a catalyst for engagement, inclusivity, and trust. It empowers teams to adapt to challenges, harness opportunities, and achieve shared goals. As PMI underscores, a project manager must communicate effectively to ensure success, but the role of a communication expert adds an invaluable layer of strategic insight.

Ultimately, communication isn't just a function within project management—it's the keystone that transforms plans into action and visions into reality. Recognizing its significance is essential for any project seeking sustainable success.

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