

Curriculum Vitae

Name Aaron ECEL, Ph.D.
Date of Birth March, 31st 1983
Nationality UGANDAN
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Aaron ECEL, PhD, is a Ugandan academic with 16+ years of research and teaching experience in the global trading system, multilateral trade, and the globalization–regionalism nexus. He is a Senior Lecturer (International Business) at Makerere University Business School and has held academic leadership roles including Head of Department (2019–2022) and Deputy Dean (2022–2024). Aaron is a Certified Trainer of Trainers (International Trade Centre), with ITC certifications in Market Analysis Tools, Trade Policy Advocacy, and Export Business Development, and he applies ITC tools to support evidence-based export decisions and market entry planning. His expertise extends beyond academia: he has consulted for 40+ SMEs across East Africa, strengthening their export readiness and international competitiveness, and has contributed to intra-trade projects within the East African Community and Ethiopia. Beyond academia, he supports SME export competitiveness through training, coaching, and advisory work across Uganda and the wider EAC region. His applied work includes developing sector guides for processed juice and leather exporters and contributing to regional trade opportunity research, including a DRC market opportunities study. He is an effective communicator with extensive experience facilitating lectures, conferences, and workshops, and he speaks fluent English, with basic French and Kiswahili.

Career Summary

2026-Present	ASSOCIATE PROFESSOR, International Business & Trade, Makerere University Business School, Uganda.
2025-2026	Export Development Consultant, Private Sector Foundation Uganda (PSFU), INVITE Project
2022-2024	Deputy Dean, Faculty of Marketing & International Business, Makerere University Business School, Uganda. https://mubs.ac.ug
2023-2019	Founder & Team Lead at Oak Insights Uganda. https://www.oakinsights.net Principal Consultant, Analytics & International Business- Afri-Trade Enterprise & Advisory Services (ATEAS) Nairobi-Kenya.
2019-2022	Head, Department of Marketing & International Business, Makerere University Business School, Uganda. https://mubs.ac.ug
2015-2026	SENIOR LECTURER, International Business, Makerere University Business School, Uganda.
2011-2015	LECTURER, International Business, Makerere University Business School, Uganda.
2008-2011	ASSISTANT LECTURER, Makerere University Business School, Uganda.
2006-2008	TEACHING ASSISTANT, Makerere University Business School, Uganda.

Education

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained
University of Dar es Salaam-Tanzania (2017)	Doctor of Philosophy (Ph.D.- Business Administration- International Business)
Makerere University-Uganda (2011)	Master of International Business
Makerere University-Uganda (2006)	Bachelor of International Business (1 st class)

Post University Training

Institution (Date from - Date to)	Type of training
International Trade Centre (May 2025)	▪ Certified Trainer – ITC Market Analysis Tools
International Trade Centre (January 2025)	▪ Advocacy and Trade Policy Reform
International Trade Centre (December 2024)	▪ Supporting SMEs in Generating Export Business
International Trade Centre (November 2024)	▪ EAC MARKUP II: E-learning on ITC Tools
UNCTAD Virtual Institute (29 June- 3 July 2009)	▪ Empirics of Trade”

Country and Regional Experience: Uganda, Ethiopia, Kenya, Tanzania, Rwanda & South -Sudan

United Nations (UN) Compliance Training

Provider	Course / Training	Language	Completion date	Confirmation #
United Nations (UN)	▪ BSAFE	English	04 Nov 2025	3954244
United Nations (UN)	▪ Prevention of Sexual Exploitation and Abuse by UN Personnel for Managers (Version 2.0)	English	07 Nov 2025	3954248
United Nations (UN)	▪ Preventing Fraud and Corruption at the United Nations	English	07 Nov 2025	3954247
United Nations (UN)	▪ United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct	English	08 Nov 2025	3954249

PROFESSIONAL EXPERIENCE

2027. 1 July 2026 – 1 July 2027

Company / Organisation: **THE INTERNATIONAL TRADE CENTRE (ITC)**

Reference person: Ms. Pitchaya Mondoux-Eamon

Email: eam-on@intracen.org

Position / Role : **Team Lead**

Description: Serving as Team Lead for the implementation of a USD 14,976 European Union-funded grant under the International Trade Centre's MARKUP II Programme, supporting the institutionalization of trade intelligence tools, ePing implementation, policy-oriented research, and nationwide capacity-building on market access and non-tariff measures in Uganda.

ITC Reference L26-235

Location
Kampala,
UGANDA

2026. 15 Dec 2025 – 05 March 2026

Company: **RENUMESH Technologies (PSFU-INVITE) – CONSULTANCY**

Reference person: Mr. Brian MASIGA, CEO

Email: ceo@renumesh.africa

Position / Role : **CONSULTANT**

Description: Led an export market identification and market access assessment for RENUMESH's S618 Solar-Powered Internet Router, using trade and market-access analytics to shortlist, rank, and sequence priority export markets. Key outputs included market-access scorecards, a Market Segmentation Matrix, and an Export Market Entry / Strategic Action Plan with phased market sequencing, supported by buyer/procurement intelligence for institutional and development-partner channels.

Private Sector Foundation Uganda (PSFU): <https://www.psfuganda.org>

Location
Kampala,
UGANDA

2026. 15 Dec 2025 – 25 Feb 2026

Company: **RENA BEVERAGE SOLUTIONS LIMITED (PSFU-INVITE) – CONSULTANCY**

Reference person: Dr. Gyagenda Ogavo | Director

Email: jogavu@gmail.com

Position / Role : **CONSULTANT**

Description: Led an export readiness assessment and structured export market development assignment for RENA's Hibiscus sabdariffa product range, including export market identification, market segmentation, buyer mapping, and development of an export market entry strategy. Key outputs included an export readiness report, market identification report, segmentation matrix (incl. preferential access), export entry strategy, verified buyer directory and a management presentation

Private Sector Foundation Uganda (PSFU): <https://www.psfuganda.org>

Location
Kampala,
UGANDA

2025. Dec 1st -5th

Company: **INTERNATIONAL TRADE CENTRE (ITC) | UNITED NATIONS**

Reference person: Ms Pitchaya Mondoux-Eamon Programme Officer (Capacity Building) Email: eam-on@intracen.org

Position / Role : **CONSULTANT TRAINER**

Description: Delivered a 4.5-day TOT covering tariffs and non-tariff measures (SPS, TBT, rules of origin, and trade remedies) alongside practical application of ITC tools (Market Access Map, ePing, Rules of Origin Facilitator, and the NTM Self-Assessment Tool) and assessed participants

Location
Juba,
SOUTH-SUDAN

2023. June 14th -17th

Company: **CENTER FOR ACCELERATED WOMEN'S ECONOMIC EMPOWERMENT (CAWEE)**

Reference person: Ms. Agatha Nderitu, Managing Director, Afri-Trade & Enterprise Advisory Services (ATEAS). +254 722 519 472. | Email: anderitu@ateas.org

Position / Role : **CONSULTANT**

Description: Programme Support to AfCFTA. Export Readiness Training

Location
Debrezeit / Bishoftu,
Addis Ababa,
ETHIOPIA

2022 July 5th -8th

Company: **UGANDA EXPORT PROMOTION BOARD**

Reference person: Ms. Stella Ayikoru, Export Marketing Executive +256 785 973 858. | Email: sayikoru@ugandaexports.go.ug

Position: **CONSULTANT**

Description: Commercial Diplomacy training for Uganda's Diplomatic Community (Trade attaches): International Market Analysis Tools.

Location
Kampala
UGANDA.

2021 March -April

Company: **UGANDA GOLF UNION (UGU)**

Reference person: Mr. Moses Masiko Baryamujura, President | Email: mbaryamujura@gmail.com

Position: **CONSULTANT**

Description: Led the development of a comprehensive 5-year strategic plan for the Uganda Golf Union (UGU), focusing on governance enhancement, membership growth, revenue generation, youth and grassroots golf development, and international representation. The plan provided a structured roadmap for institutional strengthening, aligning UGU's operations with international standards while promoting inclusivity and talent development in Uganda's golfing ecosystem.

Location
Kampala
UGANDA.

2022- 2024 February

Company: **MAKERERE UNIVERSITY BUSINESS SCHOOL-UGANDA**
Department of International Business & Trade
Reference person: The Human Resource Directorate, Makerere University Business School-Kampala Uganda. hrd@mubs.ac.ug
Position: **DEPUTY DEAN, FACULTY OF MARKETING & INTERNATIONAL BUSINESS.**

Location
Kampala
UGANDA.

2019- 2022 January

Company: **AFRITRADE & ENTERPRISE ADVISORY SERVICES (ATEAS).**
Reference person: Ms. Agatha Nderitu, Managing Director, Afri-Trade & Enterprise Advisory Services (ATEAS). +254 722 519 472. | Email: anderitu@ateas.org
Position: **CONSULTANT**
Description: Supported the East African Women in Business Platform (EAWiBP) in implementing Outcome 2 of the TradeMark East Africa (TMEA)-funded 'Greater Inclusion of Women in Trade' Regional Programme, focusing on advancing women's participation in regional trade initiatives.

Location

KENYA
UGANDA
TANZANIA
RWANDA
BURUNDI.

2020 January-April

Company: **GIZ / AFRITRADE & ENTERPRISE ADVISORY SERVICES (ATEAS).**
Reference person: Ms. Agatha Nderitu, Managing Director, Afri-Trade & Enterprise Advisory Services (ATEAS). +254 722 519 472. | Email: anderitu@ateas.org
Position: **CONSULTANT**
Description: Provided export coaching, including the development of comprehensive export business plans, market analysis of the DRC, and identification of potential distributors. Supported international market selection, potential assessment, and international marketing communication strategies, including website development and enhancing social media presence

Location

UGANDA,
TANZANIA
BURUNDI

2019-2022 (April to April)

Company: **MAKERERE UNIVERSITY BUSINESS SCHOOL-UGANDA |**
Department of International Business & Trade
REFERENCE PERSON: The Human Resource Directorate, Makerere University Business School-Kampala Uganda. hrd@mubs.ac.ug
Position: **HEAD OF DEPARTMENT**
Description: Setting and advancing the academic strategy of the department, Review (refresh and develop) academic programs & Courses refresh to ensure that they are in tandem industry trends, Guiding the research agenda for the department; Create an enabling environment for research and publications, Resource mobilization in terms of; research grants, international collaborations and internship placement for students, Staff development planning (Post-graduate trainings), Manage the affairs of the department: timetabling, lecturers and student affairs and Represent the business school internally and externally.

Location

Kampala
UGANDA.

2019 March -July

Company: **GIZ / AFRITRADE & ENTERPRISE ADVISORY SERVICES (ATEAS)** “Creating Perspectives project”

Reference person: Ms. Agatha Nderitu, Managing Director, Afri-Trade & Enterprise Advisory Services (ATEAS). +254 722 519 472. | Email: anderitu@ateas.org

Position: **CONSULTANT / EXPORT TRAINER**

Description: As a Training & Coaching Consultant under GIZ's Creating Perspectives project, I equipped 46 EAC-based companies with the skills to optimize their export readiness and manage export operations effectively. The engagement entailed developing comprehensive export manuals, delivering practical training sessions, and leveraging ITC Market Analysis tools to conduct hands-on workshops on identifying and analyzing international market opportunities.

Location

Nairobi (KENYA),
Arusha
(TANZANIA)

2018-2019 (August to March)

Company: **GIZ / AFRITRADE & ENTERPRISE ADVISORY SERVICES (ATEAS)**, “Creating Perspectives project”

Reference person: Ms. Agatha Nderitu, Managing Director, Afri-Trade & Enterprise Advisory Services (ATEAS). +254 722 519 472. | Email: anderitu@ateas.org

Position: **CONSULTANT**

Description: The 'EAC Market Place' project, ATEAS supported by GIZ's IIDEA programme, developed tailored sector guides for the EAC's processed leather goods and fruit juice markets. These guides provided an in-depth analysis of the operating environment, market opportunities, and sector challenges. My role included conducting comprehensive data analysis to assess market size, trade flows, requirements, structure (key players), growth trends, projections, and segmentation. Additionally, I contributed to disseminating the sector guides during workshops in Nairobi, Dar es Salaam, and Kampala.

Location

KENYA
UGANDA
TANZANIA

2013-2014 (December to February)

Company: **UNITED NATIONS COMMISSION FOR AFRICA (UNECA)**

Reference person: Dr. Nichodemus RUDAHERANWA (Principal Researcher), nrudaheranwa@mubs.ac.ug nrudaheranwa_usa@hotmail.com

Position: **RESEARCH ASSISTANT.**

Description: Data collection and analysis for study; “leveraging new trading and investment partnerships for diversification of eastern Africa: the role of emerging markets.

Location

Kampala
UGANDA.

2013-2014 (December to February)

Company: **EAST AFRICA RESOURCE CENTER OF THE AFRICAN DEVELOPMENT BANK**

Reference person: Dr. Nichodemus Rudaheranwa (Principal Researcher), nrudaheranwa@mubs.ac.ug nrudaheranwa_usa@hotmail.com

Position: **RESEARCH ASSISTANT.**

Description: Data collection for study; “East Africa’s manufacturing sector: promoting technology, innovation, productivity and linkages.

Location

Kampala
UGANDA.

2015-to Date

Company: **MAKERERE UNIVERSITY BUSINESS SCHOOL-UGANDA.**

Department of International Business & Trade

Reference person: The Human Resource Directorate, Makerere University Business School-Kampala Uganda. hrd@mubs.ac.ug

Location

Kampala
UGANDA.

Position: **SENIOR LECTURER**

Description: Lecturer and facilitator for courses including Multilateral Trading Systems, Global Trade and Markets, International Marketing, and Cross-Cultural Management. Provided research supervision at undergraduate and postgraduate levels and delivered conference presentations and workshop papers.

2011-2015

Company: **MAKERERE UNIVERSITY BUSINESS SCHOOL-UGANDA.**

Department of International Business & Trade

Reference person: The Human Resource Directorate, Makerere University Business School-Kampala Uganda. hrd@mubs.ac.ug

Position: **SENIOR LECTURER**

Description: Lecturer /facilitator for academic programmes; Bachelor of International Business and Bachelor of Science in Marketing of Makerere University. Courses; International Business Operations, International Marketing and Cross-Cultural Management. Research supervision at both the undergraduate. Internship supervision. Conference and workshop papers.

Location

Kampala
UGANDA.

2008-2011

Company: **MAKERERE UNIVERSITY BUSINESS SCHOOL-UGANDA.**

Department of International Business & Trade

Reference person The Human Resource Directorate, Makerere University Business School-Kampala Uganda. hrd@mubs.ac.ug

Position: **ASSISTANT LECTURER**

Description: Lecturer /facilitator for academic programmes; Bachelor of International Business and Bachelor of Science in Marketing of Makerere University. Courses; International Business Operations and Business in Emerging Markets. Research supervision at both the undergraduate. Internship supervision and Conference and workshop papers.

Location

Kampala
UGANDA.

2006-2008

Company: **MAKERERE UNIVERSITY BUSINESS SCHOOL-UGANDA.**

Department of International Business & Trade

Reference person: The Human Resource Directorate, Makerere University Business School-Kampala Uganda. hrd@mubs.ac.ug

Position: **TEACHING ASSISTANT**

Description: Tutor for courses: International Business Operations, Principles of Marketing and Business in Emerging Markets. Provide one-on-one sessions with students and Generate lesson plans and grade assignments.

Location

Kampala
UGANDA.

RESEARCH GRANTS

June 2023 Awarded UGX 10 million research grant from the MUBS Economic Forum under the theme; 'Research in Development Policy and Practice in Uganda'.

Goal: Conducted comprehensive research to identify and analyze opportunities within the EAC that can be harnessed by Ugandan SMEs, with the overall goal of increasing the volume and value of trade from these SMEs into the EAC. Developed an exhaustive guide detailing all the opportunities available within the EAC for Ugandan SMEs to leverage, providing valuable insights and recommendations for enhancing their participation in regional trade.

SELECTED PUBLICATIONS & REPORTS

Ecel, A. (2026). Are African LDCs benefiting from China's preferential market access?. *Journal of Chinese Economic and Foreign Trade Studies*, 1-24.

Ecel, A., Ahimbisibwe, G. M., Mugizi, T., Ssekiziyivu, B., & Gimbo, M. (2025). Agricultural trade dynamics in the TFTA: assessing complementarity and comparative advantage. *Competitiveness Review: An International Business Journal*. <https://doi.org/10.1108/CR-11-2024-0231>

Ecel, A., Ahimbisibwe, G.M., Nuwagaba, D., Nankya, M.N. and Nahurira, S. (2024), "Evaluating Uganda's preferential market access; trade intensity, comparative advantage and the potential for trade", *Competitiveness Review*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/CR-02-2024-0028>

Ecel, A., Nuwagaba, D., Rubanga, E. U., & Mudidi, P. (2024). The Competitiveness of Uganda's Non-traditional Agricultural Exports: The Case of Flowers Exports. *Tanzanian Economic Review*, 13(2), 42–59. <https://doi.org/10.56279/ter.v13i2.134>

Ahimbisibwe, G.M., Ecel, A., Nuwagaba, D., Nakigudde, R., Mpiriirwe, R.F. and Kiplangat, L.(2024), "Innovation capabilities and international competitiveness of agro-processing firms in Uganda", *Competitiveness Review*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/CR-04-2024-0079>

Ecel, A., Nankya Nakintu, M., Nakigudde, R. ., Otim, J. M. ., & Gimbo, M. . (2024). Assessment of Uganda and Tanzania's Competitiveness in Prepared Foodstuffs within the EAC Market: A Comparative Analysis. *Tanzanian Economic Review*, 14(1), 97-126. <https://doi.org/10.56279/ter.v14i1.187>

Ecel, A., Esemu, T., Mulumba, M. S., & Otim, J. O. (2025). Is Uganda's Trade complementary with its EAC partners?. *Tanzanian Economic Review*, 15(2), 1.

Ecel, A., Muwanga, R., Ssekiziyivu, B., & Nakanwagi, O. (2025). Comparative Competitiveness of Ugandan and Ethiopian Coffee in International Markets. *Business Management Review (BMR)*, 28(2).

Ecel, A., Nakigudde, R., & Udhec, E. R. (2024). Evaluating Tanzania's Overlapping regionalism, a comparison of trade relations between SADC & the EAC. *Tanzanian Economic Review*, 14(2), 1-26.

Ecel, A (2020), The Opportunities for Trade in The Democratic Republic of Congo, A perspective from East Africa. Access: <https://eabc-online.com/download/study-on-drc-market-opportunities-for-eac-smes/>

SUPERVISION OF POST-GRADUATE RESEARCH PROJECTS.

1. Kingsley Obeng-Amoako, 2018/HD10/3724X-Makerere University (Uganda): Innovation, business network, international knowledge and internationalization of SMEs in Uganda
2. Brenda Kyomuhendo, 2016/HD10/306U- Makerere University (Uganda): Celebrity Endorsements and Customer Loyalty, A Case of the Mobile Internet Industry in Uganda
3. Monica Kamau, 2014/HD10/394K-Makerere University (Uganda): Networking, Managerial competence and Internationalization strategy of SMEs in Uganda.
4. Jimmy Moses Otim, 2012/HD10/2354U- Makerere University (Uganda): Export Readiness and Export Performance; Evidence from Uganda's Non-Traditional Agriculture exports.
5. Henry Bukenya, 2013/HD10/2262U- Makerere University (Uganda): Information Communication Technology adoption and the Internationalization of small and medium enterprises in Nairobi-Kenya.
6. Gimbo Monica, 2013/HD10/2263U- Makerere University (Uganda): ICT Adoption & Quality of Export Services for Agricultural Products in Uganda.

7. Ratiibu Ssemata, 2017/HD10/2182U- Makerere University (Uganda): International Marketing Capability, ICT Adoption and Export Performance of Agricultural Products Exporters in Uganda
8. Namajja Dorcas, 2012/HD10/2188U- Makerere University (Uganda): Celebrity Endorsement, Digital Marketing and Domestic Tourism in Uganda. A Case of employees in the Banking and Insurance sector.
9. Kingsley Obeng-Amoako, 2018/HD10/3724X-Makerere University (Uganda): Innovation, business network, international knowledge and internationalization of SMEs in Uganda
10. Muwayi Sophia, 2019/HD10/21733U-Makerere University (Uganda): Total Quality Management, Export Market Orientation and Export Performance in Uganda.
11. Kagwisagye Kyangungu Allan, 2012/ HD10/2249U-Makerere University (Uganda): Word Of Mouth, Demographic Traits And Customer Loyalty of The Petroleum Companies. A Case Study Of Total Energies Fuel Stations In Kampala And Wakiso.
12. Kabalega Anderson Roweny, 2019/HD10/21729U-Makerere University (Uganda): ICT adoption, Innovation Capabilities and export performance of agro processing firms in Uganda.

COMMITTEES SERVED

2021-2022	School Examinations Irregularities Committee	Makerere University Business School
2020-2023	Membership Committee	Uganda Golf Club, Kampala

REFEREES

Prof Moses MUHWEZI, Ph.D.

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Makerere University of Business School
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1337, Kampala, Uganda
Email: mmuhwezi@mubs.ac.ug
+256 772 504 011

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Afri-Trade & Enterprise Advisory
P.O.Box Services (ATEAS). Nairobi,
Kenya
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Dr. Dennis NUWAGABA, Ph.D.

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Pitchaya MONDOUX-EAMON

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