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UNIVERSITY DEVELOPMENT LINKAGES PROJECT

Case Western Reserve University-Makerere University  
Public Health Linkage

USAID Cooperative Agreement No. PCE-5063-A-00-2040-00

ANNUAL PROGRESS REPORT

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This annual progress report is submitted at the end of the first year of the Case Western Reserve University (CWRU)-Makerere University (MU) Public Health Linkage (USAID Cooperative Agreement No. PCE-5063-A-00-2040-00). It describes the activities and accomplishments of this linkage, using the format prescribed in sections 1E.2.(d) and 1I.6.(b) of the cooperative agreement document.

Description of the past year's activities

and

Progress during the year towards achieving the linkage objectives

As planned, our UDLP activities have focused on a series of faculty encounters.

Objective 1: To strengthen the existing collaboration between CWRU and Makerere University. In March 1993, CWRU hosted a visit by Makerere University Vice Chancellor William Kajubi, Dean of Medicine Joshua Mugerwa, and Director of the Institute of Public Health Gilbert Bukenya. This visit permitted these Ugandan academic leaders to meet with their counterparts at CWRU. During their visit, a symposium was held at which results from the various CWRU-MU collaborative research projects were presented. We view this visit as of great importance not simply as a high level leadership encounter but as a way of solidifying institutional commitment to the many large and diverse CWRU-MU collaborative programs. The visit was well received by all participants.

Arrangements have been completed for a return visit by CWRU Provost Richard Zdanis, Dean of Medicine Neil S. Cherniack, and Dean of Nursing Joyce Fitzpatrick. Professor Thomas M. Daniel, the UDLP Project Director, and Amy Zoldak, the Center for International Health Department Assistant who provides administrative support for this program, will also travel to Uganda in conjunction with this visit. The program of this visit will be designed to increase awareness by the academic leadership of CWRU of the UDLP linkage and of other CWRU-Makerere University collaborations.

Objective 2: To increase faculty capability at Makerere University. A workshop was held in March 1993 at CWRU and was attended by Dean Joshua Mugerwa and Professor Gilbert Bukenya of Makerere University as well as several Ugandan physicians enrolled in advanced epidemiology degree programs at CWRU with support from the Fogarty International Center. This workshop was devoted to project and funding proposal development and was taught jointly by faculty from Epidemiology, Nursing, and the Center for International Health. This area is one in which it is important to develop Ugandan faculty competence to insure continued productivity and development of the Institute of Public Health in Uganda. Participation in the workshop was active, and evaluations received from the participants were highly favorable.

Dr. Gilbert Bukenya, Director of the Institute of Public Health in Uganda, spent four weeks at CWRU in September 1993, sponsored jointly by the UDLP and Fogarty programs. Pursuing a curriculum of self study developed by Dr. Daniel, he devoted his efforts to becoming familiar with the public health problems of AIDS and tuberculosis, the two preeminent health problems of Uganda.

Computer and audiovisual equipment for the Institute of Public Health were purchased and shipped by air to Uganda. This equipment will increase both the educational and research capabilities of the Institute. It is difficult to envision the research and education programs of the Makerere Institute of Public Health being conducted by its faculty without such equipment.

Objective 3: To modernize public health curricula in the Institute of Public Health and in the Department of Nursing. Professor David Cooperrider of the Weatherhead School of Management of CWRU visited the Institute of Public Health at Makerere University in Kampala in April 1993. This visit was devoted to planning future collaboration in introducing health management into the Institute of Public Health advanced degree curricula, and tentative plans were made for a longer visit for the same purpose in 1994. It is anticipated that Professor Cooperrider's participation in this program will both strengthen health management capabilities at the Institute of Public Health and will foster research on the organization of health management agencies in developing countries.

Dr. Henry Ziegler of the Department of Medicine traveled to Uganda in June 1993 to participate in a Makerere University workshop for the development of a new Masters Degree in Public Health curriculum to be offered at the Institute of Public Health. Dr. Ziegler, who has extensive prior African experience, has particular expertise in primary health care, a major focal point of the planned new MPH curriculum. His visit was well received by our Ugandan colleagues.

Objective 4: To strengthen and broaden the capabilities of the Center for International Health. It goes without saying that CWRU faculty have learned from their encounters with Ugandan colleagues. Importantly, it should be noted that the high visibility of our Ugandan collaboration on the CWRU campus, made possible by the exchange visits and encounters sponsored by the UDLP linkage, have strengthened the capabilities of the Center for International Health and garnered support for the Center in the central administration of the university.

In November 1993, Project Director Thomas M. Daniel attended a UDLP workshop at the Dallas-Fort Worth airport. At this workshop, Dr. Daniel had the opportunity to exchange ideas with other UDLP

project directors and gain from their experiences in managing international linkages.

#### Progress towards achieving sustainability of the linkage

We identify elements of importance towards achieving sustainability of the CWRU linkage with Makerere University, and we believe we have taken substantial strides in the direction of each of these elements. Considered first from the CWRU viewpoint, important elements are:

(1) Faculty career investment. In a private university, faculty careers become invested in scholarly activities leading to individual recognition. We are now drawing CWRU faculty members not previously committed to Uganda, notably David Cooperrider and Henry Ziegler, into our linkage program. Each of them has devoted substantial efforts to the linkage and each has plans for further involvement. As their careers continue beyond the time of the UDLP award, their collaborative involvement with Uganda will continue, with each of them taking initiative to secure additional support. We expect our net to be cast further across our faculty, and we expect further involvement of CWRU faculty in a fashion that will insure sustainability.

(2) Central university administrative support. Key to achieving central university administrative support is involvement of the administrative leadership in our program. If we were to limit participation to faculty in our own unit, then the program would have no future beyond that determined by our own efforts. By bringing the Vice-Chancellor and Dean of the Faculty of Medicine of Makerere University to Cleveland, we promoted recognition of our program by their CWRU counterparts. Importantly, the CWRU University Provost, Dean of the School of Medicine, and Dean of the School of Nursing will all travel to Uganda for a return visit in November 1994.

(3) Development of additional sponsored collaborative research or education programs. In May 1993 funding was received from the Centers for Disease Control for a new two year study by Drs. Daniel and Bukenya of the epidemiology of tuberculosis and AIDS in Uganda. This study is a good example of a positive outcome from the UDLP, for it would never have happened had not the UDLP brought Drs. Daniel and Bukenya together to share problems and challenges. That this project won competitive external support is a measure of the sustainability of the collaborations between Ugandans and Americans being built within the UDLP.

Considered from the Makerere University viewpoint, similar elements of sustainability are important. Dr. Gilbert Bukenya, Director of the Institute of Public Health, is now clearly committed to the linkage with CWRU and has much of his career invested in this linkage. The visit to CWRU by the Makerere Vice

Chancellor and Dean of Medicine were important manifestations of central administrative support of the linkage. We have conducted a work shop intended to increase Ugandan capabilities to secure additional financial support. There are, however, additional elements of importance in Uganda to sustainability of the linkage:

(1) Adaptation to the academic ethos of Uganda. We have worked hard and, we believe, successfully to avoid even the appearance of neocolonialistic attitudes. Thus, we have openly shared our budget with our Ugandan counterparts and we have vested Dr. Bukenya with fiscal responsibility for funds spent in Uganda. We have shared decision making with Dr. Bukenya at every step. A further example of our efforts to work within Ugandan cultural norms can be seen in our high level academic leadership exchanges. Our Ugandan colleagues initiated this exchange with a visit to CWRU of the Vice Chancellor and Dean of Medicine. We have now completed plans for a reciprocal visit to Uganda in November 1993 by the CWRU Provost and Deans of Medicine and Nursing. Seen in an American context, these visits might be viewed as expensive exercises in protocol. However, seen in a Ugandan context, these visits are important manifestations of collegiality. The willingness of the CWRU Provost and Deans to take the time to make the trip to Uganda is a testimony to CWRU's commitment to support Makerere University and to do so within the Ugandan academic ethos.

(2) Responsiveness to Makerere University needs. As our linkage has developed, Makerere University needs become more evident to us. Rather than inflexibly adhering to our original plan, we have altered our course as needed to meet those needs that we can. Thus, as noted above, we obtained USAID approval and rebudgeted UDLP funds to purchase audiovisual equipment and computers for the Institute of Public Health in Uganda.

#### Quantitative outputs of the linkage

As noted above, our linkage centers of faculty encounters, and our quantitative output is best expressed by tabulating the encounter trips supported. During our first year these have been:

##### Ugandans visiting CWRU

William Senteza Kajubi, Vice-Chancellor, Makerere University

Joshua Mugerwa, Dean, Faculty of Medicine, Makerere University

Gilbert Bukenya, Director, Institute of Public Health, Makerere University

##### Americans visiting Makerere University

David Cooperrider, Associate Professor of Organizational Behavior, Weatherhead School of Management, CWRU

Henry Ziegler, Assistant Professor of Medicine, CWRU

#### Impact upon internationalization of CWRU

It must first be acknowledged that CWRU prides itself on its international programs and also that a substantial collaboration was in place between CWRU and Makerere University before the UDLP award. The institutional focal point for international programs of the School of Medicine is the Center for International Health, in which the UDLP program is based. With increased resources and activities in the Center, our capabilities to promote international programs on the campus have increased. We are particularly proud of the involvement with other academic centers of the university achieved by the UDLP. As noted, we have attracted Drs. Cooperrider and Ziegler to our linkage. Our UDLP Board includes faculty from Anthropology, Nursing, Epidemiology, and Management.

#### Impact on Makerere University Institute of Public Health capabilities

During the past year, the Makerere University Institute of Public Health faculty has increased from two persons to nine. The diploma program has continued, and a new Masters of Public Health degree program has been developed. Students for the MPH degree will be enrolled in 1994. A modern computer laboratory has been opened; it is capable of supporting both research and education programs at the institute. As noted above, the UDLP linkage has contributed to all of these accomplishments.

#### Requirement of section 1I.6.(b)

United States funds have been used only for the objectives stated above. They have not been used for any testing or breeding feasibility study, variety improvement or introduction, consultancy, publication, conference or training in connection with the growth of production in countries other than the United States of an agricultural commodity for export which would compete with a similar commodity grown or produced in the United States.

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