



# **MAKERERE UNIVERSITY**

## **INFRASTRUCTURE DEVELOPMENT 'MARSHALL' PLAN PROJECT PRE-FEASIBILITY PROFILING**

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**MAY 2014**

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**PROJECT NO. 1**  
**THE MAKERERE UNIVERSITY TEACHING HOSPITAL (MUTH)**

**PROJECT PROFILE**

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**PROPOSED LOCATION:**

The Makerere University Teaching Hospital Project will be located at Katalemwa, 10 kilometres along Kampala-Gayaza Highway.

**PROJECT LAND AREA:**

30 acres at Katalemwa are available for this project.

**OBJECTIVES:**

- To create a medical practice that will exceed patients' expectations by becoming the only complete one stop urgent care and diagnostic centre in East Africa.
- To provide high-quality health care to residents of the Kampala community and to act as the only private national referral hospital.
- To form a health care practice that is able to survive off its own cash flow in 10 months or less
- To contribute to the University's resource base.

## MARKET ANALYSIS SUMMARY:

According to the 2005 local area "Economic and Demographic Profile Report, (local census)" there is an increasing demand for cost-effective health care in the nation and in our region. Specifically, the local population (within 100 kilometers) is predicted to grow approximately 3.5% per year and has a population roughly around 760,000 elite people as of 2010.

The aim will be to be the one stop point for all healthcare needs of elite clientele. That distinction has so far eluded other service providers either due to financial limitations or business priorities

### Market Analysis

		Year 1	Year 2	Year 3	Year 4	Year 5	
Potential Customers	Growth						CAGR
Local Population	4%	160,000	165,600	171,396	177,395	183,604	3.50%
Surrounding Region Population	4%	300,000	310,500	321,368	332,616	344,258	3.50%
Total	3.50%	460,000	476,100	492,764	510,011	527,862	3.50%

## BRIEF PROJECT DESCRIPTION:

The Makerere University Teaching Hospital Project will include a 200-bed upper market modern hospital facility at Katalamwa. The facility at Katalamwa will include out-patient and in-patient services, with modern facilities for all major hospital operations. The facility will also include staff houses, nursery school, recreational facilities and commercial services.

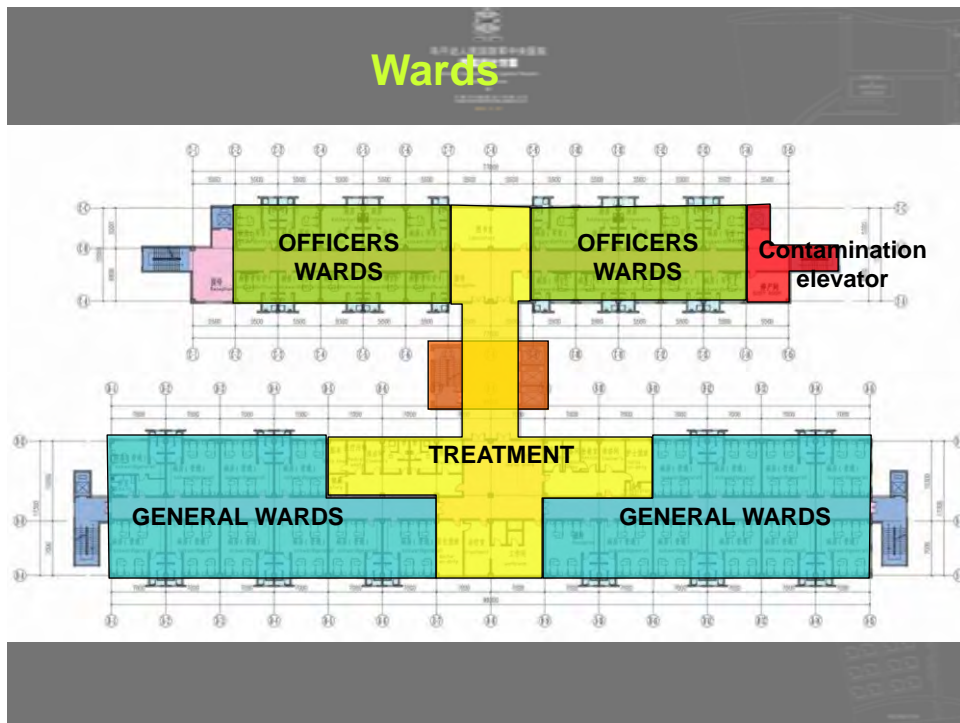
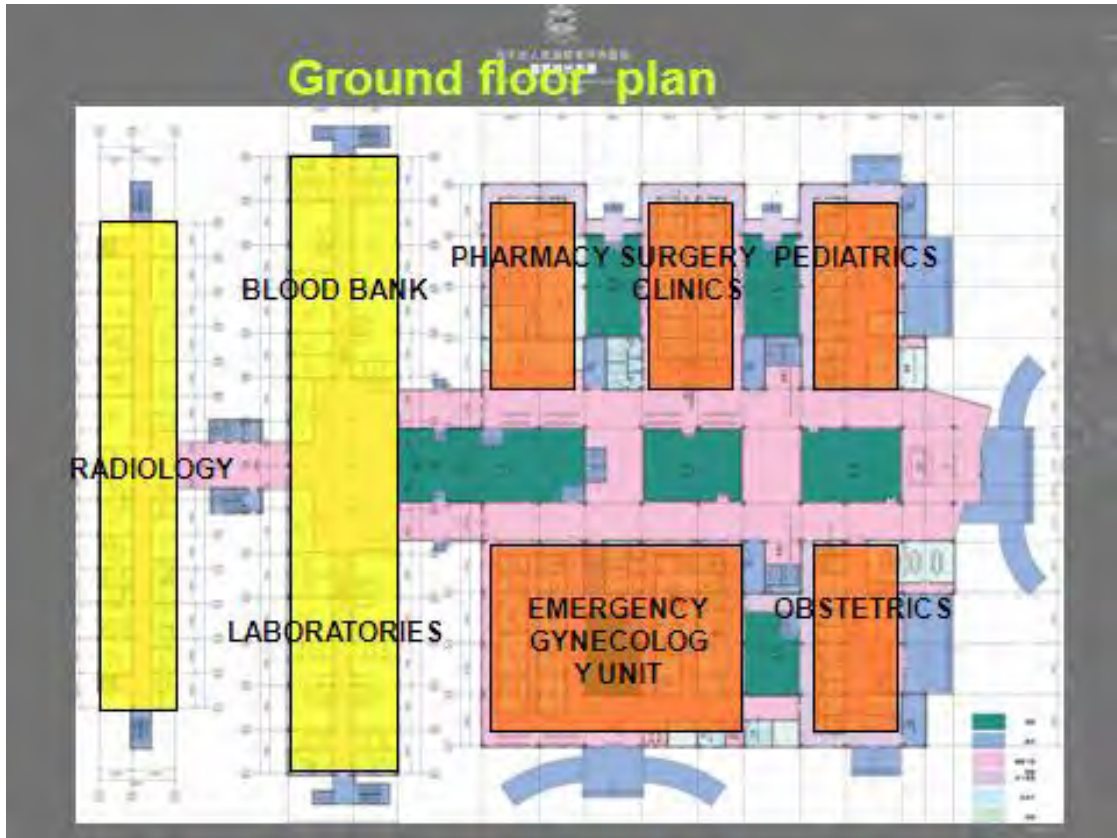
## FACILITIES:

Facilities will include out-patient and in-patient facilities categorized in the following departments:

- a. Surgery
  - Ophthalmology
  - General
  - Orthopaedic
  - ENT
  - Neurosurgery
  - Urology
  - Dental and Oral
- b. Medicine
  - Cardiology
  - Gastro-enterology
  - Neurology
  - Oncology
  - Dermatology

- Infectious diseases
- c. Radiology
  - Elemental X-ray
  - Angiography
  - X-ray
  - Ultra sound
  - ECHO
  - Mammography
  - CT- SCAN
- d. Pediatrics
  - Acute care
  - Admission
  - Outpatients
- e. Obstetrics and gynecology
  - Antenatal
  - Labour ward
  - Post natal
  - Gynecology emergency
  - Wards
- f. Laboratory
  - Hematology
  - Microbiology
  - Biochemistry
  - Blood transfusion Laboratory
- g. Emergency / casualty unit.
- h. Outpatients department
- i. Anesthetics
- j. Intensive care Unit.
- k. Psychiatry.
- l. Physiotherapy
- m. Public health
- n. Pharmacy
- o. Pathology and Mortuary
- p. Nutrition and dietics
- q. Refuse disposal
- r. Estates dept
- s. Records and stores.
- t. Cook house and mess.
- u. Laundry
- v. Sterilization
- w. Administration
- x. Library
- y. ICT
- z. Transport
- aa. Sterilization
- bb. Laundry
- cc. Maintenance W/Shop.
- dd. Public canteen

# CONCEPTUAL LAYOUT PLANS



**PROJECT NO. 2**  
**THE MAKERERE UNIVERSITY STUDENT RESOURCE CENTRE**

**PROJECT PROFILE**

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**PROPOSED LOCATION:**

The Makerere University Student Resource Centre will be located at the heart of the University's main campus, between the College of Computing and Senate buildings.

**PROJECT LAND AREA:**

One acre of land is available for the project.

**OBJECTIVES:**

The objectives of the Business Centre would be:

1. To provide a well organized business environment to the University's stakeholders.
2. To provide conducive working environment to the University's development partners
3. To diversify the University's resource base.

**MARKET ANALYSIS SUMMARY:**

According to the background to the Budget for the FY 2011/12, the construction sub-sector grew by 7.7 % in 2010/11. The growth was also stimulated by drop in the prices of cement especially for the private sector business. This shows that construction sub sector will again

increase in the coming years. The historical growth of rates of real estate ranges from 5.6% -5.7% alongside other major sectors of the economy.

Currently the proposed area of location of the Business centre, shows there is no direct competition within the University in that majority of the available centres are small which gives an added advantage to have a big complex with secure parking and environment. The biggest challenge that business centres tend to face is the lack of enough parking space for its clientele. The management of the Centre will be given to a reputable property firm to manage at some agreed rate.

### **BRIEF PROJECT DESCRIPTION:**

Makerere University Business Centre complex is a start-up business that is aimed at providing clients with a one-stop business centre. The structure will provide at least 8000 square meters of rental space. The targeted clientele to rent this space will be mostly those related to education services in relation to above services. The proposed project is in tandem with the University Infrastructure master plan driven by the Estates and Works Department.

### **FACILITIES:**

The structure will be 6- storey Business and Service Centre Complex that is presumed to contain the following services; supermarket, bookshops, stationery units, banks, restaurants, salons, IT equipment stores, corporate organisation rental space and offices as well as consultancy bureaus.



## PROJECT NO. 3 STUDENT HOSTELS

### PROJECT PROFILE

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#### **PROPOSED LOCATION:**

A total of 4 student hostels will be situated at different locations on main campus.

#### **PROJECT LAND AREA:**

Each hostel will be located on a one-acre piece of land.

#### **OBJECTIVES:**

It is the intention of the University to increase the number of places in hostels on campus for the safety of the students.

**MARKET ANALYSIS SUMMARY:**

Makerere University will double her student population within three years beginning with the 2014/2015 academic year, increasing the student population to more than 60,000. These large numbers of students will need decent accommodation. It is estimated that current hostel business around the main campus has a total of 10,000 vacancies. Moreover, the majority of students would prefer staying in a safe environment on campus. The demand for hostel accommodation on campus is hence much higher than the places the four hostels will provide.

**BRIEF PROJECT DESCRIPTION:**

Four modern student hostels will be built at different locations at main campus. Each hostel will have capacity for 1000 students each

**FACILITIES:**

The hostels will have modern facilities including the following:

- 500 Single and double occupancy rooms;
- Kitchen and dining facilities;
- Internet kiosks;
- Reading rooms;
- Entertainment rooms;
- Laundries;
- Shops, etc.

**PROJECT NO. 4**  
**THE MAKERERE UNIVERSITY HOTEL AND CONVENTION CENTRE**

**PROJECT PROFILE**

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**PROPOSED LOCATION:**

The hotel and convention centre will be located at Makerere University main campus at the site of the current University Guest House.

**PROJECT LAND AREA:**

A total of 3 acres is available for the project.

**OBJECTIVES:**

- To provide comfortable and affordable accommodation for the University's many international visitors;
- To provide affordable but decent accommodation for other international and local visitors to Kampala in a serene and safe environment;
- To provide modern conference facilities for the University community and other users;
- To contribute to the University's revenue.

## **MARKET ANALYSIS SUMMARY:**

Makerere University spends more than USD 1 million on hire of conference facilities every year. The University also spends another USD 1 million on hire of accommodation for her visitors every year. The current 2-star University Guest house with 20 guest rooms is booked in advance on average for three months. But many visitors must find alternative accommodation either because of non-availability of rooms or because they prefer to stay at hotels with better facilities, even if the location of the University Guest House would have been more preferred. Despite the stiff competition in town for hotel room occupancy, Makerere's secure location and serene atmosphere would be attractive for many visitors to the City. It is estimated that a one-hundred room 4-star hotel at Makerere University Main Campus would register a room occupancy rate of 80%.

## **BRIEF PROJECT DESCRIPTION:**

The proposed Makerere University Hotel and Convention Centre is a 100-room 4-star hotel with modern conference facilities.

## **FACILITIES:**

- 100 guest rooms
- 500-seater conference/exhibition room
- 2 nos 100-seater meeting rooms
- 2 nos 50-seater meeting rooms
- 200-seater Dining hall
- Bar
- Swimming pool
- Gym
- Business centre
- Management offices
- Public sanitary facilities, etc.

**PROJECT NO. 5  
THE MAKERERE UNIVERSITY CENTRE FOR INNOVATION AND TECHNOLOGY  
INCUBATION**

**PROJECT PROFILE**

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**PROPOSED LOCATION:**

The Makerere University Centre for Innovation and Technology Incubation will be located at the University's Main Campus at Makerere, near the Eastern Gate.

**PROJECT LAND AREA:**

2 acres of land are available for this project

**OBJECTIVES:**

- i. To create capacity at Makerere university for development/adoption of appropriate technologies for rural and urban development

- ii. To spearhead research in appropriate technology
- iii. To develop a human resource base for appropriate technology transfer at the districts
- iv. To contribute to the alleviation of poverty through rational use of resources in the construction industry.

## **MARKET ANALYSIS SUMMARY:**

More than 88% of Uganda's population lives in the rural areas. The conditions of living in these areas are deteriorating every day due to increased pressure on the land and lack of a sustainable improvement in the infrastructure and other services. This situation has led to an imminent rural-urban migration, which is likely to reach massive proportions in the very near future. Unchecked rural-urban migration in Uganda is not sustainable, given the country's low level of industrialization. Moreover, this is likely to lead to deterioration in agricultural activity, which remains the backbone of Uganda's economy and livelihood.

The Government of Uganda, donors and non-governmental organizations have sunk a lot of resources in rural development efforts. However, this effort has left a lot to be desired, partly because of the disintegrated manner in which the development efforts have been deployed. For example, while a lot of money has been pumped into agriculture and primary health care activities, no consideration has been given to the uplifting of the standards of houses in which the people live, even if it is not very difficult to see the connection between disease and the conditions in which the people live.

This project seeks to explore and develop appropriate technologies for sustainable rural development and to develop a sustainable investment strategy for rural development including initiation of income generating activities for the communities through community participation, there by building capacity and ensuring ownership. The research further seeks to fill the knowledge gap in the rural development effort, including, poor rural development policies in order to make investments in this crucial area more effective.

## **BRIEF PROJECT DESCRIPTION:**

The Centre is a multi-purpose building with seminar and conference rooms, laboratories, workshops, offices and exhibition spaces.

## **FACILITIES:**

- 3 workshops (metal, carpentry, masonry)
- 6 research labs
- 10 seminar rooms for 50 people each
- Conference hall for 200 people
- 20 offices
- 2 exhibition/multi-purpose halls

**PROJECT NO. 6**  
**THE MAKERERE UNIVERSITY PERIMETER FENCE AND COMMERCIAL BUILDINGS**

**PROJECT PROFILE**

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**PROPOSED LOCATION:**

The Makerere University perimeter fence spans a distance of 2 kilometers. The fence is punctuated by 4 commercial complexes, one on the western end, one on the southern end and one the eastern end of the campus.

**PROJECT LAND AREA:**

A total of 10 acres is allocated for the three complexes.



## **OBJECTIVES:**

- To secure the University main campus;
- To protect the University main campus land from encroachment;
- To provide services to the students and surrounding community;
- To contribute to the University's revenue.

## **MARKET ANALYSIS SUMMARY:**

Shopping malls are the second most lucrative real estate investments in Uganda. Occupancy rates for new malls in Kampala is at 70% approximately. The two malls in Makerere's proximity are both at more than 90% occupancy after only six months of operation. The demand for these facilities is still high. The demand will be even higher when Makerere doubles enrolment in the next three years.

## **BRIEF PROJECT DESCRIPTION:**

The perimeter fence project will include construction of a 2-kilometer long metallic fence around the University campus. This will be punctuated by 3 shopping malls along the three roads that define Makerere's boundaries.

## **FACILITIES:**

Facilities in the malls will include the following:

- Supermarkets,
- Shops,
- Barber shops
- Internet kiosks
- Cinemas
- Restaurants
- Gyms
- Banking halls, etc

**PROJECT NO. 7  
TRANSPORT HUB**

**PROJECT PROFILE**

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**PROPOSED LOCATION:**

Makerere University land in Katanga

**PROJECT LAND AREA:**

5 acres of land are available for this project.

**OBJECTIVES:**

- Securing the University's land in Katanga
- Contributing to the University's revenue

### **MARKET ANALYSIS SUMMARY:**

Kampala City Council Authority is in a drive to de-congest the City centre. One of the strategies KCCA has adopted is the decentralization of up-country transport hubs. Katanga provides the best location for such a hub to serve routes moving out of Kampala to Northern Uganda and to other busy destinations including Mubende and Fort Portal, Hoima, Masaka and Mbarara, Gayaza and others. Katanga's proximity and easy access to the northern and southern by-passes and to the City Centre makes this location even more viable.

### **BRIEF PROJECT DESCRIPTION:**

The project will comprise construction of a transport hub to handle buses and commuter taxis on up-country west and north-bound routes. In addition to passenger loading and off-loading bays, there will be facilities for waiting and shopping.

### **FACILITIES:**

- 30 bus loading bays
- 10 bus off-loading bays
- 50 taxi loading/off-loading bays
- Waiting lounge
- 50 shops
- Sanitary facilities

**PROJECT NO. 8  
MIDDLE INCOME APARTMENTS**

**PROJECT PROFILE**

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**PROPOSED LOCATION:**

Makerere University land at Bwaise

**PROJECT LAND AREA:**

A total of 3.5 acres are available for this project.

**OBJECTIVES:**

- To respond to the demand for middle income accommodation
- To contribute to the University's revenue.

**MARKET ANALYSIS SUMMARY:**

There is an estimated shortfall of more than 50,000 housing units for the middle income earners in Kampala, This is a growing middle class, whose demand for decent housing is set to increase. Currently, middle income apartments are the most successful real estate investments, with occupancy rates of up to 80% upon completion of projects.

**BRIEF PROJECT DESCRIPTION:**

The project will include one, two and three-bedroom apartments in the ratio 1:2:3. A total of 200 apartments are planned.

**FACILITIES:**

- Apartments
- Shopping centre
- Kindergarten
- Parking for 100 cars
- Garbage skips
- Children's play area

# PROJECT NO. 9 UPPER MARKET APARTMENTS

## PROJECT PROFILE

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### **PROPOSED LOCATION:**

Makerere University land at Kololo and Makindye.

### **PROJECT LAND AREA:**

A total of 10 acres at Kololo are available for this project.

### **OBJECTIVES:**

- To respond to the high demand for upper market decent accommodation in Kampala;
- To contribute to the University's income.

### **MARKET ANALYSIS SUMMARY:**

There is a high and increasing demand for upper market apartments in Kampala. Occupancy rate for upper market apartments stands at 70%. The locations of Kololo and Makindye are certain to attract occupancy rate of more than 90%.

### **BRIEF PROJECT DESCRIPTION:**

The project will involve construction of at least 400 apartments at Kololo and 1000 apartments at Makindye.

**FACILITIES:**

- 50 one-bedroom apartments
- 150 two-bedroom apartments
- 200 three-bedroom apartments
- Swimming pool, spa and gymnasium
- Shopping centre

**PROJECT NO. 10**  
**THE MAKERERE UNIVERSITY CENTRE FOR GENDER AND DEVELOPMENT STUDIES**

**PROJECT PROFILE**

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**PROPOSED LOCATION:**

Makerere University Main Campus

**PROJECT LAND AREA:**

2 acres of land are available for this project

**OBJECTIVES:**

The proposed centre will assist in:

- expanding the provision of programmes in women and gender and development studies nationally and regionally;
- introduction of specialized programmes to address the changing socio-economic environment;
- improving the University's student enrolment to cater for products of UPE and USE



## **MARKET ANALYSIS SUMMARY:**

Makerere University is one of the largest universities in Africa, with a total student population of 36,000. The University is the pioneer in offering women and gender studies in Africa and has developed a centre of excellence in that area. The current facilities constrain the University in offering this much-needed service and a new building is needed to alleviate the problem. The University has begun the process of doubling the current student enrolment within three years. This is a social project.

## **BRIEF PROJECT DESCRIPTION:**

The project consists of an academic building with 8,000 square metres of floor space.

## **FACILITIES:**

The facilities will include the following:

- 4 lecture theatres for 300 students each
- 3 lecture halls for 300 students each
- 36 seminar rooms for 80 students each
- 72 staff offices
- 2 computer labs
- 3 conference rooms for 50 people each
- Sanitary facilities
- 1 library room for 100 users

**PROJECT NO. 11**  
**THE MAKERERE UNIVERSITY SCHOOL OF LAW**

**PROJECT PROFILE**

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**PROPOSED LOCATION:**

Makerere University Main Campus

**PROJECT LAND AREA:**

2 acres of land are available for this project

**OBJECTIVES:**

The proposed centre will assist in:

- expanding the provision of programmes in law and human rights studies nationally and regionally;
- introduction of specialized programmes to address the changing socio-economic environment;
- improving the University's student enrolment to cater for products of UPE and USE.

**MARKET ANALYSIS SUMMARY:**

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