



**HANDOVER REPORT TO THE IN-COMING  
VICE CHANCELLOR**

**Prepared by:**

**PROFESSOR JOHN DDUMBA-SSENTAMU  
OUT-GOING VICE CHANCELLOR**

**Signed:**

.....

**Dated:**

**14th September 2017**



## CONTENTS

1.0	Introduction	1
2.0	Responsibilities of the vice chancellor	2
3.0	Membership to Committees	2
3.1	Membership to Internal Committees	2
3.2	Membership to External Organisations/Bodies	3
3.3	Membership as Shareholder	4
4.0	LEADERSHIP OF MAKERERE UNIVERSITY	4
4.1	University Council	4
4.2	Top Management	5
4.3	College Leadership	5
4.4	Directorates	6
5.0	STRUCTURE OF THE OFFICE OF THE VICE-CHANCELLOR	7
5.1	Personnel in the Office of the Vice Chancellor	7
5.2	Equipment in Office of Vice Chancellor	8
5.3	Vice Chancellor's Lodge	9
5.4	Challenges within the Vice Chancellor's Office	10
6.0	HUMAN RESOURCES	10
6.1	Human Resource Challenges/Problems	11
7.0	STUDENT NUMBERS	12
8.0	STUDENT AFFAIRS	13
9.0	FINANCIAL STANDING OF THE UNIVERSITY	14
9.1	Sources of funding	14
9.2	Indebtedness	14
9.3	Management fundraising initiatives	15
10.0	PARTNERSHIPS AND COLLABORATIONS	15
12.0	HIGH LEVEL DELEGATIONS TO MAKERERE UNIVERSITY SEPT 2012 - AUG 2017	16
13.0	ACHIEVEMENTS DURING THE PERIOD 2012-2017	29
13.1	University Visibility	29
13.2	Teaching and learning	30
13.3	College-based Initiatives	31
13.4	Research and Innovations	32
13.5	Knowledge Transfer Partnership	33
13.6	Enhanced Research Networks & Collaborations	33
13.7	College-initiated Research Networks	34
13.8	Support Structures	35
13.8.1	Library	35
13.8.2	ICT	35
13.8.3	Physical Infrastructure	36
13.8.4	Other Physical Facilities in Academic Units	37
13.9	Other achievements include:	38
14.0	WORK IN PROGRESS	42
15.0	PENDING ACTIVITIES	44

16.0	CHALLENGES	45
17.0	RECOMMENDATIONS	46
18.0	CONCLUSION	47

## 1.0 INTRODUCTION

All leadership is from God, who provides necessary support systems to enable success in whichever circumstances. I thank our Lord God Almighty for guiding me through these past five years and may He continue to uplift Makerere University to its desired position *“To be the leading institution for academic excellence and innovations in Africa”*.

I am glad to be passing over the mantle to the Vice Chancellor Elect, Professor Barnabas Nawangwe and wish him a very fruitful term of office as Vice Chancellor of Makerere University effective 1<sup>st</sup> September 2017.

During my tenure as Vice Chancellor of Makerere University, a position I assumed on 1<sup>st</sup> September 2012, the University has registered tremendous success. I wish to begin, first and foremost, by recognising and appreciating the support I have been privileged to have during the five (5) years of my tenure:

- i) I register my heartfelt appreciation to the Government of Uganda and especially the Head of State, H.E. President Yoweri Kaguta Museveni for the unwavering support rendered to this great institution during my tenure as Vice Chancellor.
- ii) Thank you to the various individuals and organs of the Ministry of Education and Sports, whose support is critical for our success. Special thanks go to the First lady and Hon. Minister of Education and Sports, Maama Janet K. Museveni for her continuing support.
- iii) I appreciate the invaluable support from the Office of the Chancellor, beginning with Professor Mondo Kagonyera whose term ended in 2015 and now Professor Ezra Suruma.
- iv) I am most grateful to the University Council led by Eng. Dr. Charles Wana-Etyem for the guidance and support to me and the entire Management team.
- v) My special thanks to the entire Makerere University community including all staff, students and their guardians. In your different capacities, thank you for working with Management to progress Makerere University in your different capacities.
- vi) I thank the members of University Management, with whom we have worked together to steer this great University. Thank you for your support. It has been a tumultuous five years but we weathered the storms together.
- vii) Thank you to members of Senate for your support, particularly regarding matters of academics and academic policies.
- viii) I thank our staff associations, MUASA, MASA, NUEI for all your support and guidance throughout my term of office. Despite our differences in opinion especially with regard to the incentive, we have managed to sail through.
- ix) I also thank members of the Convocation for all the initiatives undertaken during this time, especially with regard to the perimeter wall project.
- x) I cannot forget the Uganda Police Force under the leadership of General Kale Kayihura for ensuring that we have had a peaceful environment throughout these five years, especially during periods of unrest. Many thanks go to the Chief Security Officer Mr. Jackson Mucunguzi and OC Makerere University Mr. Denis Nyanzi Kasibante as well as other officers who have served Makerere University during my tenure.
- xi) I acknowledge the great contribution of all our Development Partners. Your support is very important in helping us realise our core functions.
- xii) I thank the members of staff in Offices under the Vice Chancellor; Deputy Vice Chancellor (Academic Affairs), Deputy Vice Chancellor (Finance and Administration), Public Relations Office, International Office and the Counselling and Guidance Unit for all the support rendered to me throughout my tenure. I pay special tribute to the staff in my office; Ms. Caroline Nanono

Jjingo, Ms. Doreen Esther Tazwaire, Ms. Robinah Nabakooza, Mr. Sam Kyambadde, Mr. Paul Kimoga, Mr. Abaasa Iddi, Mr. Pascal Mukasa and my driver Mr. Dan Saja.

- xiii) To everyone I have not mentioned and all institutions that have supported my tenure as Vice Chancellor, I thank you.

## **2.0 RESPONSIBILITIES OF THE VICE CHANCELLOR**

The role and function of the Vice Chancellor is described in two key documents; The Universities and other Tertiary Institutions Act (2001), and the Makerere University Human Resources Manual.

Section 31 of the Universities and other Tertiary Institutions Act (2001) states that the Vice Chancellor is "... responsible for the academic, administrative and financial affairs of the University; and in the absence of the Chancellor, preside at ceremonial assemblies of the University and confer degrees and other academic titles and distinctions of the University".

As outlined in the Human Resources Manual, the Vice Chancellor:

- i) Appoints Visiting Professors and Lecturers on the recommendations of the Heads of Department submitted through the responsible Dean of Faculty and the Director Human Resources;
- ii) Appoints Part-time staff who serve for up to six (6) months on recommendation of the Dean/Director of a particular Faculty/School/Institute;
- iii) Authorises in writing all acting appointments;
- iv) Authorises official and specific travel of the DVCs, Principals/Deans/ Directors and members of Management.
- v) Suspends services of an employee;
- vi) Grants special leave to an employee to carry out special duties beneficial to the University for a period not exceeding three months;
- vii) Grants secondment for a specified period of time, following necessary consultations;
- viii) Grants permission for study leave, through the Head of Department, and Director, Human Resources, irrespective of the source of funding and
- ix) Grants sabbatical leave for a comprehensive and acceptable research programme or academic activity which shall be undertaken during that period.

## **3.0 MEMBERSHIP TO COMMITTEES**

### **3.1 Membership to Internal Committees**

The Vice Chancellor is Chairperson, Member or Ex-Officio of various University Committees as shown in table 1 below.

**TABLE 1: University committees to which the Vice Chancellor is a member**

No.	Name	Designation	Secretariat
1	Council	Member	University Secretary
2	Senate	Chairperson	Academic Registrar
3	Appointments Board	Member	Director Human Resources
4	Management	Chairperson	Office of Vice Chancellor
5	Finance, Planning, Administration and Investment Committee (FPAIC)	Member	University Bursar
6	Staff Development, Welfare and Retirement Benefits Committee (SDWRBC)	Member	Director Human Resources
7	Quality Assurance, Gender and ICT Committee	Ex-Officio	Director Quality Assurance
8	Estates and Works	Ex-Officio	Director Estates and Works
9	Honorary Awards Committee	Chairperson	Academic Registrar
10	Students Affairs and Disciplinary Committee	Ex-Officio	Dean of Students
11	MasterCard Foundation Advisory Committee	Member	Planning and Development Department
12	Board of Trust for Endowment Fund	Member	Directorate of Planning and Development

### 3.2 Membership to External Organisations/Bodies

**TABLE 2:**

No.	Name of Organisation	Designation
1	The Association of African Universities [AAU] Governing Council	Member
2	Board of Management for Economic Policy Research Centre (EPRC) – <i>Delegated to Deputy Vice Chancellor (Finance and Administration)</i>	Member
3	Uganda National Examinations Board (UNEB)	Member
4	UNEB Finance Committee	Member
5	UNEB Security Committee	Member
6	Inter-University Council for East Africa (IUCEA)	Member
7	IUCEA Executive Committee	Member
8	National Council for Higher Education (NCHE)	Member
9	NCHE Audit Committee	Member
10	NCHE Quality Committee	Member
11	The African Institute for Capacity Development (AICAD)	Member
12	Regional Universities Forum for Capacity building in agriculture (RUFORUM)	Member
13	Vice Chancellor's Forum (Public and Private)	Member
14	Vice Chancellor's forum (Public Universities)	Chair

### 3.3 Membership as Shareholder

- i) Economic Policy Research Centre (EPRC).
- ii) Infectious Diseases Institute (IDI).

## 4.0 LEADERSHIP OF MAKERERE UNIVERSITY

The University is run through four tiers of leadership as shown below.

### 4.1 University Council

The University Council is the top most governing organ of the University responsible for formulation of policies and general oversight over University affairs. The Council is chaired by Eng. Dr. Charles Wana-Etyem with Hon. Irene Ovonji Odida as Vice Chairperson. Membership for the period 20<sup>th</sup> December 2014 to 19<sup>th</sup> December 2018 is as follows:

**TABLE 3: University Council**

NO.	NAME	CONSTITUENCY
1.	Eng. Dr. Charles Wana-Etyem	Government Appointee
2.	Prof. John Ddumba-Ssentamu (Out-going)	Vice-Chancellor
3.	Dr. Ernest Okello-Ogwang	Deputy Vice-Chancellor (AA)
4.	Prof. Barnabas Nawangwe (In-coming Vice-Chancellor)	Deputy Vice-Chancellor (F & A)
5.	Hon. Mr. Justice S.B.K. Kavuma	Government Appointee
6.	Mr. Bruce Balaba Kabaasa	Government Appointee
7.	Hon. Irene Ovonji Odida	Council Appointee
8.	Hon. Thomas Tayebwa	Council Appointee
9.	Dr. Stephen B. Maloba	Council Appointee
10.	Mr. Timothy Ssejjoba	Representative Ministry of Education & Sports
11.	Eng. Dr. David K. Turahi	Representative Ministry ICT
12.	Mr. William Ndoleriire	Representative MoFPED
13.	Mr. John C. Ninsiima	Representative NUDIPU
14.	Ms Doreen Nyanjura	Representative KCCA
15.	Dr. Umar Kakumba	Representative Senate
16.	Prof. Sarah Kiguli	Representative Senate
17.	Dr. Winston Tumps Ireeta	Representative MUASA
18.	Dr. Sarah N. Ssali	Representative MUASA
19.	Dr. Fred Odoi Tanga	Representative Convocation
20.	Dr. Euzobia Baine Mugisha	Representative MASA
21.	Mr. Joseph Musoke	Representative Support Staff
22.	Mr. George W. Opee	Rep Staff with Disability
23.	Mr. Paul Kato	Guild President
24.	Ms Mercy Lakisa	Vice Guild President



## 4.2 Top Management

Over the past five years, the following members have constituted top management of the University. Some members are not listed under the law as constituting top management but were adopted to facilitate smooth functioning of the University.

**TABLE 4: Top Management**

NO.	DESIGNATION	SUPERVISOR (REPORTING LINE)
1	Vice Chancellor; Prof. John Ddumba-Ssentamu (Outgoing)	Chairperson University Council
2	Deputy Vice Chancellor [Academic Affairs]; Dr. Okello Ogwang	Vice Chancellor
3	Deputy Vice Chancellor [Finance and Administration]; Prof. Barnabas Nawangwe - (Outgoing)	Vice Chancellor
4	Academic Registrar; Mr. Alfred Masikye Namoah	Vice Chancellor through Deputy Vice Chancellor [Academic Affairs]
5	University Secretary; Mr. Charles Barugahare	Vice Chancellor
6	Dean of Students; Mr. Cyriaco M. Kabagambe	Vice Chancellor
7	Director Human Resources (Ag); Mrs. Dorothy Sennoga-Zake	Deputy Vice Chancellor [Finance and Administration]
8	University Bursar; Mr. Augustine Tamale	Vice Chancellor through University Secretary
9	Director Legal Affairs(Ag); Mr. Goddy Muhumuza Muhanguzi	University Secretary
10	University Librarian(Ag); Assoc. Prof. Helen M. Byamugisha	Vice Chancellor through Deputy Vice Chancellor [Academic Affairs]
11	Director Internal Audit(Ag); Mr. Benson Barigye	Vice Chancellor

## 4.3 College Leadership

All Ten (10) College Principals report to the Vice Chancellor:

**Table 5: Principals**

COLLEGE	PRINCIPAL	DEPUTY PRINCIPAL
College of Agricultural & Environmental Sciences (CAES)	Prof. Bernard Bashaasha	Dr. Gorette Nsubuga Nabanoga
College of Natural Sciences (CoNAS)	Prof. J.Y.T Mugisha	Dr. Fredrick Jones Muyodi
College of Veterinary Medicine, Animal Resources & Bio-Security (CoVAB)	Prof. John David Kabasa	Dr. Samuel Majalija
College of Humanities & Social Sciences (CHUSS)	Prof. Edward K. Kirumira	Dr. Josephine Ahikire
College of Education & External Studies (CEES)	Prof. Fred Masagazi Masaazi	Dr. Paul Muyinda Birevu
College of Computing & Information Sciences (CoCIS)	Prof. Tonny Oyana	Dr. Agnes Rwashana Semwanga

College of Health Sciences (CHS)	Dr. Charles Ibingira, Assoc. Prof.	Dr. Isaac Okullo
College of Engineering, Design, Art & Technology (CEDAT)	Prof. Henry Alinaitwe	Dr. Venny Nakazibwe
College of Business & Management Sciences (CoBAMS)	Dr. Eria Hisali, Assoc. Prof.	Dr. Bruno Yawe
School of Law**	Dr. Christopher Mbazira, Assoc. Prof.(Acting)	Dr. Ronald Naluwairo (Acting)

**\*\* The School of Law is yet to be gazetted as a College by the National Council for Higher Education (NCHE).**

## 4.4 Directorates

**Table 6: Directorates**

No.	Designation	Supervisor (Reporting Line)
1	Director of Research and Graduate Training (DRGT); Prof. Buyinza Mukadasi	Deputy Vice Chancellor [Academic Affairs]
2	Director of Quality Assurance (QAD); Dr. Vincent A. Ssembatya	Vice Chancellor
3	Director of Gender Mainstreaming (GMD) (Ag); Ms. Frances Nyachwo – Acting	Vice Chancellor
4	Director of Planning and Development (PDD); Dr. Florence Nakayiwa	Deputy Vice Chancellor [Finance and Administration]
5	Director of ICT Support (DICTS); Mr. Frank Kitumba	Vice Chancellor
6	Director of Jinja External Campus; Prof. J.B. Nyakaana	Both Deputy Vice Chancellors
7	Director of Makerere Institute of Social Research (MISR); Prof. Mahmood Mamdani	Principal College of Humanities and Social Sciences
8	Director of Estates and Works (EWD); Eng. Fred Nuwagaba	Deputy Vice Chancellor [Finance and Administration]
9	Director of Human Rights and Peace Centre (HURIPEC); Dr. Zahara Nampewo	Principal School of Law
10	Director of Makerere University Agricultural Research Institute Kabanyolo (MUARIK); Prof. Phinehas Tukamuhabwa	Principal College of Agricultural and Environmental Sciences
11	Director University Hospital(Ag); Dr. Margaret Wandera	Principal College of Health Sciences

**\*\* In 2013 Council decided to restructure the two directorates**

## 5.0 STRUCTURE OF THE OFFICE OF THE VICE-CHANCELLOR

The Office of the Vice Chancellor is headed by the Vice Chancellor and consists of the following offices:

- a) Vice Chancellor
- b) Deputy Vice Chancellor (Academic Affairs)
- c) Deputy Vice Chancellor (Finance and Administration)
- d) Public Relations Office
- e) International Office
- f) Counselling and Guidance Unit

### 5.1 Personnel in the Office of the Vice Chancellor

#### **a) Vice Chancellor**

- 1) Vice Chancellor; Prof. John Ddumba-Ssentamu (**Out-going**)
- 2) Personal Assistant to Vice Chancellor; Ms. Caroline Evelyn Nanono Jjingo
- 3) Senior Administrative Assistant; Ms. Doreen Esther Tazwaire
- 4) Administrative Secretary II; Ms. Robinah Nabakooza
- 5) Office Messenger; Mr. Sam Kyambadde
- 6) Office Cleaner; Mr. Paul Kimoga
- 7) Bodyguard; Mr. Pascal Mukasa
- 8) Driver – VC; Mr. Dan Sajja
- 9) Driver – Office; Mr. Tom Kato

#### **b) Deputy Vice Chancellor (Academic Affairs)**

- 1) Deputy Vice Chancellor (Academic Affairs); Dr. Okello Ogwang
- 2) Personal Assistant to Deputy Vice Chancellor (currently vacant)
- 3) Administrative Secretary I; Ms. Grace Nakasi
- 4) Administrative Secretary I; Ms. Florence Nabbale
- 5) Office Messenger; Ms. Joyce Nandyowa
- 6) Bodyguard; Mr. Richard Imalingat
- 7) Driver; Mr. George Wanyama

#### **c) Deputy Vice Chancellor (Finance and Administration)**

- 1) Deputy Vice Chancellor (Finance and Administration); Professor Barnabas Nawangwe (**Out-going**)
- 2) Personal Assistant to Deputy Vice Chancellor(**Ag**); Mr. Elias Nuwagaba
- 3) Administrative Secretary I; Ms. Olive Mbabazi
- 4) Administrative Secretary II; Ms. Consulate Nakiyemba
- 5) Office Messenger; Mr. Raston Okello
- 6) Bodyguard; Mr. Ronald Muhumuza

**d) Public Relations Office**

- 1) Senior Public Relations Officer/Head of Office; Ms. Ritah Namisango
- 2) Branding and Marketing Manager; Mr. Issa Agaba Mugabo
- 3) Web Manager; Mr. Mark Nabende Wamai
- 4) Web Administrator; Mr. Elias Tuhereze
- 5) Office Messenger; Mr. Nehemiah Adeya
- 6) Driver; Mr. Joseph Kalule

**e) International Office**

- 1) Senior Administrative Assistant /Head of Office; Ms. Martha Loy
- 2) Muwanguzi Ngobi
- 3) Administrative Assistant (currently vacant)
- 4) Office Messenger; Mr. William Serunjogi
- 5) Driver; Mr. William Serunjogi (**Acting**)

**f) Counselling and Guidance Unit**

- 1) Manager/Head of Office; Mr. Henry Nsubuga
- 2) Senior Counselor (currently vacant)
- 3) Counselor; Ms. Rose Nalwanga
- 4) Administrative Secretary (currently vacant)
- 5) Office Messenger; Mr. John Mbatya

## **5.2 Equipment in Office of Vice Chancellor**

**g) Main Vice Chancellor's Office**

- i) One Dell Computer
- ii) HP Printer
- iii) Office Desk
- iv) Office Chair
- v) One Office Landline Phone
- vi) Tropical Green Leather Sofa Sets (2 three-seaters and 4 one-seaters)
- vii) Wooden Document Cabinet
- viii) Two Fans
- ix) Fridge

**h) Office of Personal Assistant**

- i) One Mac Computer
- ii) HP Printer
- iii) Office Desk
- iv) Office Chair
- v) One Office Landline Phone
- vi) One Office Inter-com Phone
- vii) Three Visitor's Chairs

- viii) Wooden Document Cabinet
- ix) One Fan

**i) Administrative/Reception Office**

- i) One Mac Computer
- ii) One HP Compaq Computer
- iii) Two HP Printers
- iv) Two Office Desks
- v) Two Office Chairs
- iv) One Office Landline Phone
- vii) Two Office Inter-com Phones
- viii) Three Visitor's Chairs
- ix) Two Wooden Document Cabinets

**j) Chancellor's Office**

- i) One Multi-purpose Printer (Work Centre 7120)
- ii) One Office Desk
- iii) One Chair
- iv) One Office Desk
- v) Navy Blue Leather Sofa Sets (1 three-seater, 1 two-seater and 2 One-seaters)
- vi) One Office Credensor (grey)
- vii) One Wooden Wardrobe (for Graduation/Ceremonial Gowns)
- viii) One Full Length Mirror
- ix) Chancellor's Regalia
- x) One Office Inter-com Phone
- xi) One Fan
- xii) One Water Dispenser

In addition, two vehicles service the Office. One vehicle (Reg No: UAJ 647X) is for the Vice Chancellor and the second (Reg No: UAA 459E) is for general activities open to the entire office. Two other vehicles Reg No: UAA 948E and Reg No: UAA 850F service the Public Relations Office and the International Office respectively

### **5.3 Vice Chancellor's Lodge**

The Vice Chancellor's lodge is in poor state. It requires major improvements/renovations. However, during the five years, the following have been done

- i) Police/Guard House Unit construction.
- ii) Burglar proofing in some rooms.
- iii) Erecting of a chain link fence, which still requires improvements, especially below the garden.

## 5.4 Challenges within the Vice Chancellor's Office

- a) The office is overwhelmed by level of paperwork. There is need to streamline the chain of custody and mandate of incoming communications both from within and outside the University. This will ensure that the Office focuses on its core strategic objectives.
- b) The Office of the Vice Chancellor is underfunded and yet has several important expense activities including hospitality for VIP guests.
- c) Over the past five years, the Vice Chancellor has operated with one Personal Assistant and yet previously the office had two; one in charge of Administrative duties and the second in charge of General duties.
- d) Lack of transport means/van to transport official visitors
- e) All vehicles except the official vehicle of the Vice Chancellor (Reg No. UAJ 647X) are in poor mechanical condition.
- f) The Office is understaffed, especially in the International Office and the Counselling and Guidance Unit

## 6.0 HUMAN RESOURCES

Makerere University has three broad categories of staff:

- i) Academic
- ii) Administrative
- iii) Support

The talent pool of Academic Staff stands at 1,416; the Administrative Category has a total of 333 and the Support Category is 1,460.

Table 7 below is a breakdown of the Academic Staff as adopted from the *Directorate of Human Resources, 2017*. Makerere University is operating at 46.4% of the total academic staff establishment; operating at 45% of the total administrative staff establishment, 42.8% of the support staff establishment; and 45% of the total staff establishment of Makerere University and hence it is heavily understaffed.

**Table 7: Makerere University Academic Staff by Rank in 2016**

RANK	FEMALE	MALE	TOTAL
Principals	1	9	10
Deputy Principals	4	6	10
Professors	8	80	88
Associate Professors	18	124	142
Senior Lecturers	65	120	185
Lecturers	118	323	441
Assistant Lecturers	151	363	514
Teaching Assistants **	7	19	26
<b>Grand Total</b>	<b>372</b>	<b>1,044</b>	<b>1,416</b>

**\*\* Graduate Fellows have replaced Teaching Assistants effective Academic Year 2017/2018.**

Table 8 indicates the categories of Non-Teaching Staff in 2016.

**Table 8: Makerere University Non-Teaching Staff by Category**

	Administrative & Senior Technical Staff	Support Staff	Total
Administrative units	247	475	722
Colleges and other academic units	66	752	818
Dean & Halls of Residence	20	233	253
<b>Total</b>	<b>333</b>	<b>1460</b>	<b>1793</b>

There is another category of staff referred to as Stop-gap, who are engaged on Short-term contracts as a measure to cover staffing gaps. The number is over 300 and some have over stayed in this category.

## 6.1 Human Resource Challenges/Problems

- 1) The actual number of staff is unknown.
- 2) The Directorate of Human Resources is faced with several structural weaknesses.
- 3) A number of units are understaffed.
- 4) Heavy reliance on Stop-gap staff and part time lecturers.
- 5) Unit Heads have a tendency to engage/appoint staff without the knowledge of the Centre.

## 7.0 STUDENT NUMBERS

According to the Annual Report 2016, the following are the student numbers for enrolment, admissions and graduation:

### a) Enrolment

Makerere University main campus accounts for 85% of the total students, while 15% are registered on programmes tenable at affiliated institutions including Makerere University Business School (MUBS). As at January 30, 2017, the total enrolment for undergraduate programmes was 38,533 students and 2,587 for graduate programmes. The overall enrolment total is 41,120 students.

### b) Admissions

Makerere University continues to attract many students, particularly on undergraduate programmes. For Academic Year 2017-2018, a total number of 21,913 students were admitted as follows; 11,720 undergraduate, 2,696 postgraduate and 7,497 at Makerere University Business School (MUBS).

### c) Graduation

The number of graduands has been increasing over the last five years as per Table 9. During the period 2012 to 2017, the total number of graduands has been 67,253 of whom 51.4% were male and 48.6% female. The total number of PhDs graduated was 316 of whom 71.5% were male and 28.5% were female.

**Table 9: Makerere University Summary of Graduands 2013 – 2017**

	PhD		Master		PGD		Under Dip		Under Degree		Total		Grand Total
	M	F	M	F	M	F	M	F	M	F	M	F	
2017	51	24	808	469	54	26	88	100	7,060	6,215	8,061	6,834	<b>14,895</b>
2016	42	22	753	448	127	63	117	98	6,040	6,564	7,079	7,195	<b>14,274</b>
2015	44	22	749	466	110	65	160	100	5,683	5,963	6,746	6,616	<b>13,362</b>
2014	40	11	733	458	43	14	80	133	5,378	5,725	6,274	6,341	<b>12,615</b>
2013	49	11	833	501	35	19	200	217	5,280	4,972	6,387	5,720	<b>12,107</b>
<b>Total</b>	<b>226</b>	<b>90</b>	<b>3,876</b>	<b>2,342</b>	<b>369</b>	<b>187</b>	<b>645</b>	<b>648</b>	<b>29,441</b>	<b>29,439</b>	<b>34,547</b>	<b>32,706</b>	<b>67,253</b>





**Rt. Hon. Dr. Ruhakana Rugunda (2<sup>nd</sup> R) in the 67<sup>th</sup> Graduation Procession**

## 8.0 STUDENT AFFAIRS

Makerere University has Nine (9) undergraduate Halls of Residence, three for female students and six for male students, as well as one post graduate Hall of Residence.

The University also has two off campus hostels in Mulago and Kabanyolo that accommodate students from the College of Health Sciences and the College of Agricultural and Environmental Sciences.

**Table 10: Makerere University Halls of residence and hostels**

No.	Hall	Affiliation	No. of Students
1	Complex (CCE)	Female	252
2	Mary Stuart	Female	298
3	Lumumba	Male	496
4	Nkrumah	Male	267
5	Nsibirwa	Male	290
6	Livingstone	Male	281
7	Africa	Female	198
8	Mitchell	Male	293
9	University Hall	Male	256
10	Galloway House	Mixed	71
11	Kabanyolo	Mixed	35
12	Dag Hammarskjold	Graduate Mixed	101

A number of Halls require renovations especially Lumumba. Toilet facilities in most Halls of residence are dilapidated.

## 9.0 FINANCIAL STANDING OF THE UNIVERSITY

### 9.1 Sources of funding

Makerere University's funding is from three major sources:

**i) Government of Uganda through the Annual Subvention allocated by the Ministry of Finance Planning and Economic Development**

This subvention captures Wage, Non-wage that caters for the operational costs of the university and Development of UGX 160 million per annum. In addition, government support encompasses funding received under the Presidential Initiative for Science and Technology.

**ii) Non Tax Revenue (NTR)**

This is derived from tuition and other fees paid by the students categorized as fee paying. This resource contributes to the wage bill and other operational costs of the University. The non-tax revenue is part of the overall university budget as approved by Parliament and is treated as Appropriation In Aid (AIA) by the consolidated account. The University has continued to face challenges in realizing the budget under this category.

**iii) Support from Development Partners**

This has predominantly catered for research and development across the various disciplines. These partners fall into three major groupings, bilateral support from governments, and institutional support mainly from Foundations and project-based support that have specific areas of focus. Notable development partners over the past 5 years are the Government of Sweden under Sida, Government of Norway under NORAD, USAID, the National Institutes for Health, Carnegie Corporation of New York, the MasterCard Foundation. This is largely treated as off budget support to the University.

### 9.2 Indebtedness

As of June 2017, the University is indebted to a tune of UGX 77.6bn as outlined in Table 5 below:

**Table 11: Liabilities as at 30<sup>th</sup> June 2017**

1	In house retirement	15,199,692,116
2	Un remitted DAP (2013-2015)	3,231,376,116
3	Staff incentive	24,120,563,622
4	Funds for Presidential projects	3,555,066,979
5	Funds for CRTT project	8,923,350,798
6	Teaching allowances	2,348,333,325
7	Regulators	4,999,603,913
8	Suppliers	5,851,534,425
9	External Examiners	169,975,922
10	AIA outstanding balance	9,207,734,340
	<b>Total</b>	<b>77,607,231,556</b>

### 9.3 Management fundraising initiatives

Management is aware of the inadequacy of finances to run the University. Makerere University therefore adopted the strategy of resource diversification to broaden the resource base and address some of her long term financial challenges. The University Council instituted the **Makerere University Endowment Fund** with a Board of Trustees chaired by Dr. Martin Alier. Its mandate is to mobilize resources and grow these resources to fund the Universities activities such as research, innovations, teaching and learning, scholarships and budgetary support to other activities of the University.

Council instituted another body the **Makerere University Holding Company** to handle commercial investments and real estate development. This is managed under a Board of Directors, Chaired by Mr. Charles Mbire.

## 10.0 PARTNERSHIPS AND COLLABORATIONS

During the period September 2012 to August 2017, I signed a total of 161 MoUs/Agreements, in furtherance of our core function of Knowledge Transfer Partnerships and Networking: The bulk of these were signed in 2014 as per Table 6 below.

**Table 12: Summary of MoUs/Agreements signed between the months of September 2012 to August 2017**

Year	No. of MoUs/Agreements
2012	07
2013	33
2014	62
2015	17
2016	28
2017	14
Total	161

It should be noted that 6 out of the 14 agreements signed in 2017 were renewed for another five years.

The Directorate of Legal Affairs is the repository of all Partnership Agreements, Memoranda of Understanding and Contracts. An Electronic Agreements database has been developed and installed on the university intranet. This can be accessed at [www.agreements.mak.ac.ug](http://www.agreements.mak.ac.ug)

## 12.0 HIGH LEVEL DELEGATIONS TO MAKERERE UNIVERSITY SEPTEMBER 2012 - AUGUST 2017

During the period 2012 -2017 a number of high level personalities and delegates visited Makerere University. This section mentions a few of them.

### 2017

#### 31st August 2017: President Museveni Officiates at Inaugural Nelson Mandela Commemorative Lecture

The President H.E. Gen. Yoweri Kaguta Museveni launched the Annual Nelson Mandela Commemorative Lecture at a high profile ceremony in the Main Hall. The launch followed a public lecture in honour of Nelson Mandela organized by the Department of Political Science and Public Administration in collaboration with the South African High Commission. Held under the theme; ***Mandela the Legend: A Message for the Youth***, the lecture was delivered by Ms. Zoleka Mandela.



President Yoweri Kaguta Museveni (R) is received by Prof. John Ddumba-Ssentamu on 31<sup>st</sup> August 2017. On this day, in his closing remarks, President Museveni pledged to construct a conference hall of over 5,000 sitting capacity as he sympathised with the university on the situation of the limited capacity of the current Main Hall.

#### 4<sup>th</sup> August 2017: South African High Commissioner Visits Pays Courtesy Call on the Vice Chancellor

HE Maj. Gen.(Rtd) Lekoa Solly Mollo the South African High Commissioner to Uganda accompanied by a delegation from the High Commission paid a courtesy call on Prof. John Ddumba-Ssentamu and held discussions in preparation for the Inaugural Annual Nelson Mandela Commemorative Lecture. He thanked the Vice Chancellor for the warm welcome and his great service to Makerere University.





HE Maj. Gen.(Rtd) L.S. Mollo South African High Commissioner (C), Phumeza Mukendi - Deputy High Commissioner (Second Right), Xolela Nofukuka - First Secretary-Political (Extreme Right), Vice Chancellor-Prof. John Ddumba-Ssentamu (Second Left) and Andrew Byaruhanga - Marketing Officer - South African High Commission during the courtesy call on 4<sup>th</sup> August 2017

## 2016

### **5<sup>th</sup> September 2016: First Lady Flags off Over 200 Students for 1year Agrostudies Internship**

Over 200 Ugandan students were flagged off to Israel for the one year paid AgroStudies internship. The ceremony was presided over by the First Lady and Minister of Education and Sports Mrs. Janet Museveni. The function was also graced by the Israeli Ambassador to East Africa, H.E Yahel Vilan, the Vice Chancellor Makerere University Prof. John Ddumba Ssentamu and the Deputy Vice Chancellor Finance and Administration Prof. Barnabas Nawangwe.



The First Lady and Minister of Education and Sports-Mrs. Janet Museveni (4th R) flanked by Israeli Ambassador to EA-H.E. Yahel Vilan, Prof. Ddumba-Ssentamu (3rd R), Prof. Barnabas Nawangwe @ and other officials at the Agrostudies Internship flag off ceremony on 5th September 2016

### **1st June 2016: H.E Recep Tayyip Erdoğan receives Honorary Doctorate**

The President of Turkey, H.E Recep Tayyip Erdoğan, visited Makerere University where he was bestowed with the the Honorary Doctorate of Laws (Honoris Causa), in recognition of his distinguished contribution to serving humanity, transformation of Turkey and nation states across the globe.



L-R: Eng. Dr. Charles Wana Etyem, Prof. Edward Kirumira, Prof. John Ddumba-Ssentamu, H.E. Recep Tayyip Erdogan, Prof. Ezra Suruma and Prof. Tickodri Togboa during the Honorary Doctorate Award Ceremony on 1<sup>st</sup> June 2016

**11<sup>th</sup> June 2016: Hon Irene Muloni Minister of Energy and Mineral development launched the East African Centre of Excellence for Renewable Energy and Energy Efficiency (EACREEE).** Present at the occasion were the DVC Finance Administration – Prof Nawangwe and the VC Busitema University. The center will be funded by the Austrian Development Agency through UNIDO.



**24<sup>th</sup> October 2016: The Prime Minister was the guest of honour at the 11<sup>th</sup> International Conference of the African Association of Remote Sensing of the Environment.**

**21<sup>st</sup> October 2016: Makerere University celebrated the 70<sup>th</sup> Anniversary of the Fulbright program under the theme, “70 years of partnership and achievements.”** In Uganda the Fulbright program has contributed tremendously to the development of the education system. The program has been instrumental in promoting international linkages between the US and Ugandan scholars. This occasion was attended among others by the American ambassador Ms. Deborah R. Malac.



**L-R: Susan Parker Burns, Prof. Edward Kirumira, US Ambassador-H.E. Deborah R. Malac, Chancellor-Prof. Ezra Suruma, Prof. John Ddumba-Ssentamu and Dr. Ernest Okello Ogwang at the celebrations on 21st October 2016**

## 2015

### **Friday 20th November: King Oyo makes Inaugural Visit to Makerere**

The King of Tooro Kingdom, Omukama Oyo Nyimba Kabamba Iguru Rukidi IV made his maiden visit to Makerere University in the company of other Royals including his paternal aunt, Princess Elizabeth Bagaya. He was received by the Vice Chancellor, Prof. John Ddumba-Ssentamu.



King Oyo (L) receives plaque from Prof. Ddumba-Ssentamu (R) commemorating his Inaugural Visit to Makerere University on 20th November 2015

### **17<sup>th</sup> November 2015: US Assistant Secretary of State Visits Makerere**

Mr. Tom Malinowski, US Assistant Secretary of State for Democracy, Human Rights and Labor, visited Makerere University and made remarks on Uganda's key regional role and the US position. The visit was part of a panel discussion organized by the University Forum on Governance (UNIFOG) and International Republic Institute (IRI).



Mr. Tom Malinowski, US Assistant Secretary of State (R) is met upon arrival at Makerere University by Prof. John Ddumba-Ssentamu on 17th November 2015

### **2<sup>nd</sup> November 2015: Israeli Ambassador to East Africa Visits Makerere**

The newly appointed Ambassador of Israel to Kenya, Uganda, Tanzania, Malawi and Seychelles, H.E. Yahel Vilan paid a courtesy call on the Vice Chancellor Prof. John Ddumba-Ssentamu and discussed future and ongoing collaborations including the Agrostudies Student Internship Programme.





**H.E. Yahel Vilan (L) poses for a photo with Prof. Ddumba-Ssentamu following the courtesy call on 2nd November 2015**  
23<sup>rd</sup> May 2015: President Museveni reiterates Governments' commitment to funding the Makerere University Perimeter Wall

During this visit in May, H. E President Yoweri K. Museveni first paid a courtesy call on the Vice Chancellor, Prof. John Ddumba-Ssentamu. The Vice Chancellor used the opportunity to thank H.E President Museveni for increasing funding to Makerere University.



**President Yoweri Kaguta Museveni (C) flanked by Prof. Mondo Kagonyera (R) and Prof. Ddumba-Ssentamu (L) during his visit to Makerere University on 23rd May 2015**

### **13th February 2015: H.E. Kibaki Graces Presidential Library at Mak Project Launch**

The Government of Uganda will contribute US \$5m towards the construction of the H.E Mwai Kibaki Presidential Library at Makerere University. This pledge was made public by H.E Hon. Edward Kiwanuka Ssekandi, the Vice President of Uganda, who was representing His Excellency President Yoweri Kaguta Museveni, at a high profile launch of the aforementioned library on 13th February 2015. The launch was graced by H.E. Mwai Kibaki, former President of the Republic of Kenya.



L-R: Vice President-H.E. Edward Kiwanuka Ssekandi, H.E. Mwai Kibaki, Prof. Mondo Kagonyera and Prof. Ddumba-Ssentamu during launch of H.E Mwai Kibaki Presidential Library Project on 13th February 2015

## 2014

### **19<sup>th</sup> December 2014: The inauguration ceremony of the Confucius institute at Makerere University**

Makerere University together with the Government of the People's Republic of China and Xiangtan University launched the first ever Confucius Institute in Uganda. The Vice President of Uganda His Excellency Edward Kiwanuka Ssekandi was represented at the ceremony by the State Minister in the Office of the Vice President, Hon. Vincent Nyanzi.



Hon. Justice Steven Kavuma (5th L), Chief Guest-Hon. Vincent Nyanzi, Fmr. Chancellor-Prof. Mondo Kagonyera, H.E. Amb. Zhao Yali, VC-Prof. John Ddumba-Ssentamu with the Xiangtan University, Confucius and Embassy representatives at the Institute's launch, 19th Dec 2014

### **17<sup>th</sup> October 2014: Israeli Knesset Director General Visits Makerere**

The Director General of the Knesset visited Makerere University promised to link academic staff to their colleagues in Israel. The Knesset is the legislative arm of the Israeli Government. Mr. Ronen



Plot, his wife and 6 others from the Israeli Parliament were received by the Chancellor, Prof. Mondo Kagonyera, Vice Chairperson Makerere University Council, Hon. Irene Ovonji-Odida and the Vice Chancellor, Prof. John Ddumba-Ssentamu,



Director General of the Israeli Knesset Mr. Ronen Plot inspects SPEDA products on 17th October 2014

### **12th September 2014: President Museveni Commits to Enhancing Staff Salaries**

President Yoweri Museveni visited Makerere University as part of the security awareness week and re-affirmed his commitment to increasing the salaries of Academic Staff in public universities in the financial year 2015/16.



President Yoweri Kaguta Museveni (R) shakes hands with Prof. Ddumba-Ssentamu after his visit to Makerere University on 12th September 2014

### **7th June 2014: President Museveni Graces GLSU Convention**

His Excellency, Gen. Yoweri Kaguta Museveni graced the Great Lakes Students' Union (GLSU)'s second convention and encouraged the youth to fight against pseudo ideology as a way of propelling unity, stability, and prosperity in the country. He was received by the Vice Chancellor Prof. John Ddumba-Ssentamu.



President Yoweri Kaguta Museveni (2nd L) flanked by L-R: Prof. Ddumba-Ssentamu, Gen. Elly Tumwine, Mr. David Lewis and IGP-Gen. Kale Kayihura shows off his plaque received after the 2nd Great Lakes Students Union Convention on 7th June 2014

### **16th May 2014: Katikkiro of Buganda Kingdom officiates over the World Library Day Celebrations**

The Katikkiro of Buganda Ow'ekitiibwa Charles Peter Mayiga visited Makerere University where he was received by the Vice Chancellor Prof. John Ddumba-Ssentamu. He thereafter, presided over the World Library Day celebrations where he received a collection of over 55million Shillings towards Buganda Kingdom's *Etaffaali* project.





The Katikkiro of Buganda Ow'ekitiibwa Charles Peter Mayiga (R) is received upon arrival at Makerere University by Prof. Ddumba-Ssentamu on 16th May 2014

#### **15th May 2014: Omukama of Bunyoro Visits Mak, Signs MoU**

The Omukama of Bunyoro-Kitara, His Majesty Rukirabasajja Agutamba Solomon Gafabusa Iguru 1 accompanied by his Queen, visited Makerere University where they were received by the Vice Chancellor, Prof. John Ddumba-Ssentamu. The Omukama proceeded to sign the MoU on behalf of Bunyoro Transformation Initiative (BTI), where he is the Patron. He later on planted a tree in commemoration of his visit at the College of Veterinary Medicine, Animal Resources and Biosecurity



The Omukama of Bunyoro-Kitara, His Majesty Solomon Gafabusa Iguru The 1st flanked by Prof. Ddumba-Ssentamu plants a tree in commemoration of his visit to Makerere on 15th May 2014

## 2013

### 13th Nov. 2013: Julius Osega memorial lecture by H.E Joaquim Chissano

The former President of Mozambique, H.E Joaquim Chissano was the key note speaker at the Inaugural Julius Osega memorial lecture, under the theme 'The role of the Police in upholding and promoting democracy,' at Protea Hotel in Kampala. The Vice Chancellor, Prof. John Ddumba –Ssentamu who later hosted H.E. Chissano at a dinner noted that the lecture was timely for Africa.



H.E. Joaquim Chissano is welcomed upon arrival at the Vice Chancellor's Lodge by Prof. Ddumba-Ssentamu on 13th November 2013

### 2nd August 2013: H.E John Agyekum Kufuor advises on Uganda's oil

The former President of Ghana, H.E John Agyekum Kufuor, visited Makerere University and delivered a public lecture on '***Oil resource Management and its Utilization for the Economic Transformation – The case study of Ghana.***' In his remarks, the Vice Chancellor, Prof. John Ddumba Ssentamu, thanked H.E Kufuor for accepting to deliver the lecture at Makerere University. The Vice Chancellor together with Mr. Bruce Kabaasa then accompanied H.E. Kufuor to pay a courtesy call on the President H.E. Yoweri Kaguta Museveni and later on to meet His Majesty the Ssaabasajja Kabaka of Buganda, Ronald Muwenda Mutebi.



H.E. John Agyekum Kufuor (R) is received upon arrival at Makerere University by Prof. Ddumba-Ssentamu (C) and Mr. Bruce Kabasa (L) on 2nd August 2013

### **12th July 2013: President Museveni launches Great Lakes Students' Union**

President Yoweri Museveni launched the Great Lakes Students' Union (GLSU) with a call to the youth to look at society from a global perspective. **The GLSU comprises of student leaders from Kenya, Tanzania, Rwanda, Burundi, Democratic Republic of Congo and Southern Sudan. Prof. JYT Mugisha represented the Vice Chancellor Prof. John Ddumba-Ssentamu at the function.**



President Yoweri Kaguta Museveni (R) shakes hands with Prof. Ddumba Ssentamu during the GLSU's 2nd Convention



### 6<sup>th</sup> March 2013: Makerere Celebrates partnership with Norway, launches NORHED

Makerere University celebrated her 50 year partnership with the Government and People of Norway and the launch of the Norwegian Programme for Capacity Building in Higher Education and Research for Development - NORHED at an event officiated by the Vice President of Uganda – Hon. Edward Kiwanuka Ssekandi.



L-R: Dr. Paul Richard Fife, Prof. Ddumba-Ssentamu, H.E Thorbjørn Gaustadsæther, H.E Edward Kiwanuka Ssekandi, Mrs. Elizabeth Gabona, Prof. Mondo Kagonyera and Eng. Dr. Charles Wana Etyem at the NORHED launch, 6th March 2013

## 2012

### 30<sup>th</sup> October 2012: Former Malaysian Prime Minister tips Makerere on Oil Blessing

The former Prime Minister of Malaysia, H.E Tun Dr. Mahathir Mohamad visited Makerere University and was received by the Vice Chancellor, Prof. John Ddumba-Ssentamu. The former Prime Minister is credited with providing the critical leadership that accelerated Malaysia's transformation from a predominantly agrarian economy into an industrial powerhouse.

### 29<sup>th</sup> October 2012: Vice President commissions Makerere University Library extension

The Vice President of Uganda, H.E Edward Kiwanuka Ssekandi, commissioned the new library extension at Makerere University amidst jubilation from the Makerere University staff and well-wishers. The library extension will provide an additional 8,000 square metres of space and was constructed with internally generated funds.



## 13.0 ACHIEVEMENTS DURING THE PERIOD 2012-2017

During this period, a number of achievements have been realised in the areas of University Visibility; Teaching and Learning; Research and Innovations; Knowledge Transfer Partnerships and Networking; Support Services; Physical Infrastructure as well as Student and Staff Support, among others.

### 13.1 University Visibility

Online visibility of the University has improved over the years with staff uploading more of their research publications online journals. These include standardized website templates; Updated Webserver's core OS (Ubuntu) with updates and security patches, troubleshooting & web management; developed and distributed a web-ranking strategy and, designed staff and student websites.

These steps have resulted into the increased number of publications on the Mak Institutional repository as well as improved quality of University websites. Over the Plan period Electronic visibility increased as evidenced through the rankings that have steadily improved, across the different league tables.

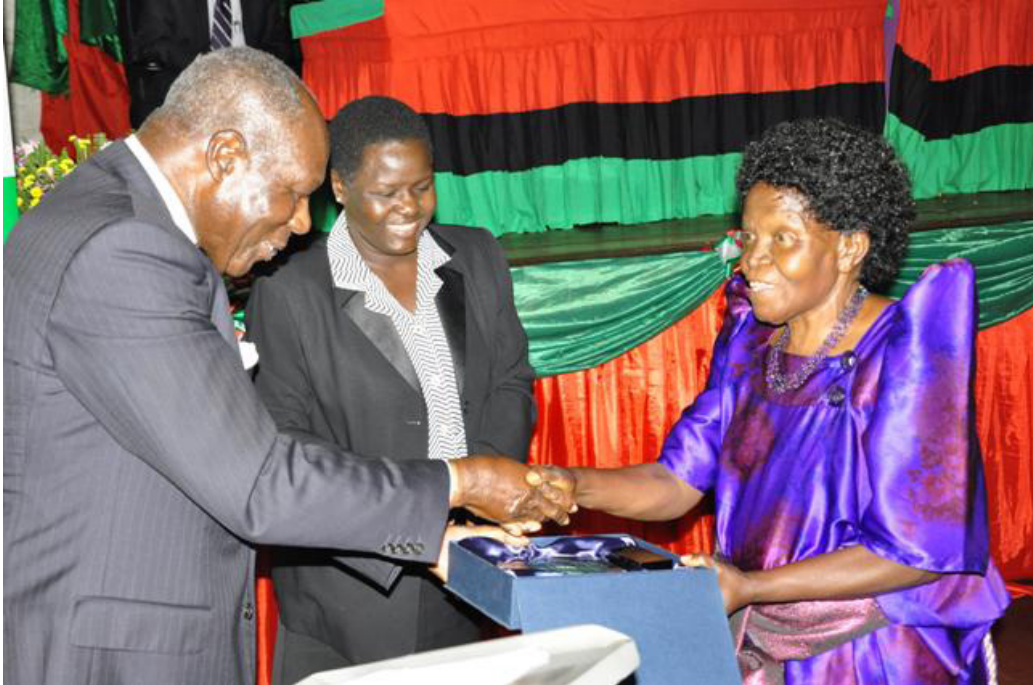
These included the *Webometrics*, the Thompson Reuters Times higher education and Scimago institutional ranking as well as the HERANA African reviews. For example, the webometrics ranking moved Makerere from the lowest African rank of 53 in 2010 to a constant ranking among the top 10 positions, with the highest ever being 4<sup>th</sup> in July 2013.

Makerere University is ranked fourth on the African continent according to the latest edition of the Times Higher Education World University Rankings of universities in Africa 2018 as per Table 13 below:

**Table 13: Times Higher Education Best Universities in Africa 2017-Top 10**

Rank	Institution	Country
1	University of Cape Town	South Africa
2	University of the Witwatersrand	South Africa
3	Stellenbosch University	South Africa
<b>4</b>	<b>Makerere University</b>	<b>Uganda</b>
5	University of KwaZulu-Natal	South Africa
6	University of Johannesburg	South Africa
7	University of Pretoria	Ghana
8	Western Cape	Kenya
9	American University in Cairo	Egypt
10	Beni-Suef University	Egypt

Makerere University is further ranked second on the African continent in terms of research output and publication, with the most prolific researchers in the region including Prof Moses Kanya, Prof. Joloba Moses, Prof. David Serwadda, Prof. Katabira E., Prof. Nelson Sewankambo and Prof. Mayanja Kizza Harriet, all from the College of Health Sciences.



Former Education Minister Hon. Namirembe Bitamazire (R) receives an award in appreciation of her service to the Education Sector from former University of East Africa (UEA) Council Chairperson Dr. Martin Alier (L) during the UEA 50th Anniversary Celebrations on 29th June 2013

## 13.2 Teaching and learning

Review and harmonisation of academic programmes at both undergraduate and graduate levels.

Enhanced quality on the degrees awarded through joint course offerings and supervision e.g. 101 PhDs have benefited from this joint offerings.

Increased number of courses on e-learning platform currently at 592 from all the colleges.

By 2015, the number of courses uploaded on the MUELE was 592 out of the 7000 course units in the University from the 456 courses in 2013. The bulk of these were in the College of Computing and Information Sciences.



Dr. Damalie Naggita Musoke (2nd R) hands Prof. Oloka Onyango his Inaugural lecture plaques Prof. Ddumba-Ssentamu (L) and Dr. Ernest Okello-Ogwang (R) witness on 12th November 2015

**Increased access to University education:** The University has continued to adopt initiatives and partnerships to expand university education at international and national levels targeting academic excellence, social economic backgrounds and multi disciplinarity. Makerere University is part of the global network under The MasterCard Foundation Scholars Program. The program is targeting 1000 academically bright but economically disadvantaged youth from Africa to access quality university education. The foundation committed USD20,989,968 grant for successful implementation of the program.



L-R: Prof. John Ddumba-Ssentamu, Prof. Barnabas Nawangwe, Dr. Aaron Mushengyezi and Dr. Florence Nakayiwa (R) at the Letters of Award Ceremony for MasterCard beneficiaries on 2nd September 2016

### 13.3 College-based Initiatives

Apart from MUELE the institution wide e-learning programme, there are several college-based initiatives these include:

- i) The College of Health Sciences and CoVAB have piloted e-learning under the MUSK project a web-based platform for users to store & retrieve learning materials that



allows students to access library materials as well as discussions and evaluation by students.

- (ii) College of Computing and Information Sciences embarked on tele-Education programme in collaboration with Amity University & Indira Gandhi Open University. The programme which started in 2009 leading to a Master's degree in Business Administration has benefited close to 700 graduates.
- (iii) Internet based Laboratories (i-labs): Through the i-labs project, the College of Engineering Design Art and Technology continued to be linked to laboratories at Massachusetts Institute of Technology (MIT) electronically. With this innovation, students are able to access and carry out advanced experiments using equipment which is not available at Makerere. Thirty-one (31) online laboratories have been developed under the Presidential Initiative for Science and Technology. These can be accessed by students on the Electrical and Computer Engineering programmes at CEDAT.



The Central Teaching Facility1 located next the School of Social Sciences

### 13.4 Research and Innovations

- (i) Review and implementation of the multi-disciplinary Research Agenda, based on 6 themes and 5 cross cutting areas as well as the National Government plan known as Poverty Eradication Action Plan (PEAP):
  - Health and Health Systems Agricultural (crop & Livestock) transformation.
  - Food Security and Livelihoods.
  - Natural Resources Management and Climate Change.
  - Education and Education Systems.
  - Governance, Culture, Visual Arts, Social Justice, Communication and Sustainable Development.
  - Science and Technology including foundation science ICT, innovations, technology, engineering.

Cross-cutting research activities: Biotechnology, Knowledge Translation, Gender, and Human Resource Development.

- ii) Increased research output in form of publications especially in journal articles, which has more than doubled, policy briefs and paper presentations at national and

international conferences. This has propelled the university rankings among the top 10 over the period 2012-2017.

- iii) The University has been able to train more staff to PhD levels from 420 to 732. Staff at senior levels namely Professors, Associate Professors and Senior Lecturers has improved not only the quality of teaching but also research & innovations and knowledge transfer & networking.

### 13.5 Knowledge Transfer Partnership

- i) Established a partnership with the private sector, national & international organisations, and other universities in the curricula review, development of new programs, field attachment and co-supervision of students on field attachments and internships.
- ii) Institutionalisation of field attachment programme which is now mandatory for all undergraduate students to undertake field attachment so as to increase the employability of graduates.
- iii) Establishment of research and technology innovations incubation centres.



Prime Minister-Rt. Hon. Ruhakana Rugunda (3rd R) flanked by Prof. Ddumba-Ssentamu (2nd R) and other delegates at the official opening of the 11th AARSE international Conference on 24th October 2016

### 13.6 Enhanced Research Networks & Collaborations

Growing number of research networks and collaborations e.g. Resilient Africa Network (RAN), African Centres of Excellence (ACE) and RUFORUM all of which have continued to attract substantial research funding to the University.

For the period 2012-2017, effective research networks have been realized at the institutional level mainly including:

- i) Sida supported Research Partnerships and Collaborations: Under the Sida program the DR&GT developed joint/collaborative research projects between Makerere University and several Swedish Universities.
- ii) The Cambridge Africa Partnership for Research Excellence (CAPREx) project 2012 – 2015: This network focusing on postdoc research fellowships includes Makerere University, University of Ghana – Legion, and University of Cambridge, UK.
- iii) The Norwegian Programme for Capacity Development in Higher Education and Research for Development (NORHED)- This a broad-based network of institutions covering different disciplines ranging from ICT, health, agriculture underscores the international aspect of the University strategy to bring together, African, Norwegian and Asian Universities.



H.E. Amb. Per Lindgärde (2nd R), Dr. Gity Behravan (R), Prof. John Ddumba-Ssentamu (2nd L) and Prof. Mukadasi Buyinza (L) listen to presentations during the Sida Annual Review Meeting held on 10<sup>th</sup> October 2016

### 13.7 College-initiated Research Networks

In addition to the institutional research networks, a number of Colleges have initiated national and international Research Networks and Collaborations. Key among these include:-

- i) The ResilientAfrica Network (RAN) is a network funded by USAID is a partnership of 20 African universities in 15 countries. It is led by Makerere University-School of Public Health, CHS with Tulane University's Disaster Resilience Leadership Academy, Stanford University and the Centre for Strategic and International Studies (CSIS) as partners.
- ii) The University of California at Berkeley together with CHUSS signed a Consortium grant contract worth USD20 million. The Development Impact Lab project focuses on impact evaluation studies in health, social sciences and information technology. It offers competitive scholarships and research grants to staff in the partner universities. The focus is to utilize mobile technologies to improve health care; expand communications services in remote areas; improve access to safe water; and, deliver new energy technologies.
- iii) Bergen Collaboration that embraces the College of Natural Sciences and the College of Humanities and Social Sciences as well as the Israel-Uganda apprenticeship scheme.
- iv) Centres of excellence: Centre for Technology Design and Development; Centre of Research in Energy and Conservation (CREEC); Makerere University Centre for Crop Improvement (MaCCI); Makerere University Centre of Materials, Product Development



& Nanotechnology (MAPRONANO); Makerere University African Centre for Agro-ecology & Livelihood Systems (ACALISE).



Hon. Eng. Irene Muloni (C) flanked by Prof. Barnabas Nawangwe (4th L), Mr. Philippe Scholtes (4th R), Prof. Henry Alinaitwe (R) at the EACREEE launch, Makerere University, 11th June 2016. Image: UNIDO

## 13.8 Support Structures

### 13.8.1 Library

- i) Extension to the main library building, which added another 8,000 square metres of utilisable space for academic purposes including space for students' discussion, research commons, learning commons, a power point room, a computer laboratory for users with disability and a well-equipped general training room where information literacy sessions are conducted.
- ii) Increased the total seating capacity in the main and branch libraries to 3900, bringing the seating ratio to 1:10.
- iii) Increased the library resources i.e. e-books, e-journals and books etc.
- iv) Computerisation/ digitalisation of the library resources.

### 13.8.2 ICT

- i) As a result of more institutions joining the Research Education Network Uganda (RENU), continued price drops have facilitated increase of the Makerere Internet Bandwidth from 850 Mbps to 1050 Mbps as at 14<sup>th</sup> August 2017.
- ii) Increase in the Optical-fibre network coverage beyond the main campus, i.e. CHS and MUARIK.
- iii) Establishment of the University Wireless Network (MAKAIR)

- iv) Use of ICT services beyond basic internet and mailing services to automation of business processes such as tuition collection (Mak-pay), pay-slips, Lib-hub processes (Library functions such as book cataloguing, digitization) and development of research management systems (gradtrack) among others.
- v) Upgrade of the University-wide storage system with storage capacity of 21 Terabytes.
- vi) Improved online visibility of the University



The Central Teaching Facility<sup>2</sup> located next the College of Business and Management Sciences

### **13.8.3 Physical Infrastructure**

- i) Development of the University Master Physical Infrastructure Development Plan for the main campus including the CHS and Makerere University Agriculture and Research Institute at Kabanyolo (MUARIK) campus.
- ii) Construction of Technology incubation centre with an addition of 1,250 square metres.
- iii) Construction of centralised lecture space by over 10,000 square metres as part of the AfDB-HEST Project and an initial building at Kabanyolo Campus.
- iv) The road network across the University has improved significantly with lighting in most of the areas of the campus.





*The Central Teaching Facility2 located next the College of Business and Management Sciences*

#### **13.8.4 Other Physical Facilities in Academic Units**

- i) Skilling and Business Incubation Centre at Nakyesasa: Renovations were undertaken of the old buildings at Nakyesasa Farm on the 200-acre farm land for the CoVAB under the Presidential Initiative for Science and Technology. The renovations are part of a comprehensive Plan to turn Nakyesasa into a well-established skills development centre. The centre will house an administration block, hostels for students and a unit for each of the programs that are taught under the AFRISA platform. The centre will be used to equip students with skills that they can use to set up their own businesses.
- ii) The Ruth Keesling Wildlife and Gorilla Tourism Centre: Renovation of the former animal houses to house the Ruth Keesling Wildlife and Gorilla Tourism Centre. The centre is being developed as a destination for scientists and researchers in wildlife and those who want to be guided before travelling to see gorillas. The aim is for them to be given an experience as though they were actually visiting the gorillas in the wild.
- iii) The IDI Learning centre: Establishment of the Infectious Disease Institute (IDI) at the CHS as a state of the art Learning Centre. The centre is being for face to face and distance learning technologies for both local and international students.



**The IDI Building at Makerere University Main Campus**

- iv) Food Technology & Business incubation Centre: Construction of a 1,250 square metre 2-floor food processing block completed with internal and external finishes and associated electro-mechanical installations. The centre is supported under the Presidential Initiative for science and technology.



**L-R: Prof. John Ddumba-Ssentamu, Hon. Jessica Alupo and H.E. Zhao Yali, assisted by Confucius Scholars cut the ribbon marking the official reopening of Garden Hill Road on 4th September 2015**

### **13.9 Other achievements include:**

- 1) Salary enhancement for staff aiming at a minimum of UGX 15million per month for a University Professor. I thank H.E The President of Uganda for this pledge.
- 2) MasterCard foundation programme successfully negotiated and fully operational.



**L-R: Dr. Florence Nakayiwa, Ms. Grace Hui (MCF Senior Financial Analyst), Prof. Ddumba-Ssentamu and Ms. Grace Mwai (MCF Programme Manager) during the MCF delegations courtesy call on the Vice Chancellor, 1st October 2015**

- 3) Establishment of Makerere University Holding Company and the Endowment Fund
- 4) Demolition of illegal structures/kiosks and beautification as well as cleanliness of the university
- 5) Outsourcing of catering services
- 6) Management has been able to implement the Council decision of 2006 on outsourcing of catering services in halls of residence.
- 7) The university has registered enormous financial saving in this regard and these resources have been used to revamp areas that were hitherto receiving limited funding. In the same vein, all human resource that was originally in these units was deployed to other units that lacked staff.
- 8) Senate: Honorary doctorates including the President of Turkey-H.E Recep Tayyip Erdoğan and Mrs. Ruth Keesling
- 9) The International Office developed an Electronic Agreements database. This has been installed on the university intranet and can be accessed at [www.agreements.mak.ac.ug](http://www.agreements.mak.ac.ug)
- 10) Quality Assurance Directorate developed a system-GradTrack for monitoring the progression of graduate students. This can be accessed at [www.gradtrack.mak.ac.ug](http://www.gradtrack.mak.ac.ug)
- 11) Successful holding of the first ever Makerere University Endowment Fund Run 2017. Proceeds went towards construction of the Students Centre.





LEFT: Speaker of Parliament-Rt. Hon. Rebecca Kadaga (C) flanked by Chancellor-Prof. Ezra Suruma (R), Chairperson Council-Eng. Dr. Charles Wana-Etyem (L) and other dignitaries prepares to flag off the inaugural Mak Fund Run on 14th May 2017. RIGHT: Runners participate in the MakRun2017

- 12) A number of inaugural lectures have taken place. These include: Prof. Oloka Onyango – **“Ghosts and the Law”**, Prof. Sylvia Tamale – **“Nudity, Protests and the Law in Uganda”**, Prof. Twinomujuni Ben – **“Maternal Health Rights, Politics and the Law”**



Prof. Sylvia Tamale (R) receives her plaque from Dr. Ernest Okello Ogwang after delivering her Inaugural Lecture on 28th October 2016 as Prof. Elly Sabiiti (L) witnesses



Prof. Ben Twinomugisha (2nd L) receives his plaque from Dr. Ernest Okello Ogwang after delivering his Inaugural Lecture on 28th April 2017 as Dr. Ronald Naluwairo (L) and Prof. Edward Kirumira (R) applaud.

- 13) Book launches: There have been several book launches including Prof. Maria Musoke's, **"Informed and Healthy: Theoretical and Applied Perspectives on the Value of Information to Health Care"**



Prof. Ddumba-Ssentamu (L) hands Prof. Maria Musoke (R) a plaque in commemoration of the launch of her "informed and Healthy" book on 27<sup>th</sup> September 2016. The number of publications in the Makerere Institutional Repository grew tremendously under Prof. Musoke's leadership as University Librarian

- 14) A number of public lectures have taken place during this period.
- 15) Facelift of the Makerere University Main hall in 2015, thanks to sponsorship by the School of Public Health, College of Health Sciences. The hall was refurbished with a dazzling blend of seats in the Makerere University colours; red and green, and a PA system was fitted.





The refurbished Makerere University Main Hall in 2015 thanks to a MakSPH-sponsored facelift

## 14.0 WORK IN PROGRESS

- 1) Under the MoU with Kampala Capital City Authority (KCCA), the perimeter wall along Makerere Hill road will be erected by the end of the year under Phase 1 of the Mak-KCCA MoU
- 2) Additional compensation and savings from the original compensation amounting to UGX 1,194,175,655/= will be for the following works as per Table 14 below

**Table 14: Summary of Proposed Phase 2 Mak/KCCA MoU Scope of Works**

No.	Scoped Area	Road Works (UGX)	Drainage & Walkways (UGX)	Other Infrastructure (UGX)
1	University Hospital Buildings	N	N	Y
2	University Hospital Parking	Y	Y	N
3	Senate Building Lower Parking	Y	0	N
4	Directorate of Legal Affairs Parking	Y	Y	N
5	West Road Flats Road & Major open drains	Y	Y	N
6	Mosque Parking	Y	Y	N
7	St. Francis parking	Y	Y	N
8	CCE/Psychology Parkings	Y	Y	N

9	JICA Building Side Parking	Y	N	N
10	CHUSS /Social Sciences Parking	Y	Y	N
11	Africa Hall Tennis Court	Y	Y	N
12	Quarry Road	0	Y	N
13	Road Signs	Y	N	N
14	Road Marking	Y	N	N
15	Sidewalk Bollards-Parking Deterents	N	Y	N
16	Landscaping and Greening	N	N	Y
17	Main Gate Complementary Signaging and Art/ Beautification Work	N	N	Y

- 3) ADB/HEST on campus projects are nearing completion while the laboratory construction at MUARIK has just commenced.
- 4) Confucius institute construction: this has been placed high on the Chinese Government agenda and requires follow up to ensure execution
- 5) Take- over of Makerere University hospital by College Of Health Sciences,
- 6) Academic Information Management Services (AIMS),
- 7) Establishing Teaching Loads,
- 8) Streamlining of the Directorate of Human Resources. There should be deliberate effort for the human resource factor to be embedded in university activities as a strong business partner.
- 9) Streamlining of the Directorate of Finance
- 10) Institution of a Staff Health Insurance Scheme.
- 11) Staff Appraisal and Reward Scheme.
- 12) Caveats on Makerere Land
- 13) Regular HR audits for both non-teaching and teaching staff.
- 14) Fully operationalize the graduate fellows policy



Latest images of ongoing works at the Makerere University Main Gate under the Mak/KCCA MoU

## 15.0 PENDING ACTIVITIES

- 1) Follow up the Presidential pledge for the Conference Hall and Perimeter wall.
- 2) Drafting the Strategic Plan 2019/2020.
- 3) Divestiture of Management from Halls of Residence.
- 4) Review of the Collegiate System.
- 5) Review of the UOTIA.
- 6) Filling of Senior Management positions.
- 7) NCHE Approval of School of Law to College Status.
- 8) Construction of Students Centre.
- 9) Launching the African Centres of Excellence.
- 10) Honorary Degree Award to Mrs. Winnie Madikizela-Mandela in January 2018.
- 11) Allocation of land to the Infectious Diseases Institute (IDI) for construction of an Archival centre.
- 12) Filling the Staff Establishment of the Department of the Academic Registrar.
- 13) Executing new contracts for all businesses within the University.
- 14) Setting up a committee to prepare for Centenary anniversary of Makerere university
- 15) Operationalisation of the college statute by granting increased financial autonomy to the college leadership.



Artistic Impression of the completed Main Gate Entrance to Makerere University after Completion. Image: KCCA

## 16.0 CHALLENGES

- i) Limited research output from the non-core science disciplines
- ii) The capacity to maintain and sustain laboratory infrastructure improvements beyond donor support.
- iii) The Commercialization of innovations/exploitations of intellectual property is yet to take root.
- iv) Failure to streamline ICT in the operation of the university
- v) Inadequate ICT facilities and lack of proper maintenance of existing ICT equipment.
- vi) Lack of a regular annual stocktaking and inventory of the lecture and laboratory facilities.
- vii) Absence of a maintenance plan for the University physical infrastructure.
- viii) Limited funding that cannot allow prioritisation of maintenance and development of the physical infrastructure.
- ix) Encroachment on unutilised university land.
- x) The growing wage bill burden which takes over 70% of the revenue leaving only 30% or less for the operational and development needs.
- xi) Declining enrolments of private (fee-paying) students as more public and private universities are established and hence the resultant shortfall in tuition revenue over the past.
- xii) Lack of institutional ownership and interest in building capacity to nurture and grow the desired lasting relationships with Alumni.
- xiii) Inefficient, bureaucratic and unfriendly customer care services for both staff and students.
- xiv) Most of the Staff Housing is in very poor condition.
- xivi) Lack of a one stop centre to provide current and prospective students with information.
- xivii) The growing backlog of unpaid retirees' benefits.
- xiviii) Absence of a fleet management system.
- xix) Lack of Monitoring and evaluation.
- xx) Staff attraction and retention



The University continues to lose highly qualified staff due to the uncompetitive salary structure. Poor staff pay has led to high attrition of PhD holders to other countries. This is more acute at the higher levels of Senior Lecturer, Associate Professor and Professor. Regional Universities in Kenya, Tanzania and more recently Rwanda continue to drain the staff capacity.

- i) Non adherence to deadlines such as late submission of marks and failure to pay tuition fees on time.
- ii) Inadequate staffing levels in the academic category.

Makerere University is operating at 45% of the staff establishment and is hence heavily understaffed. This inadequacy affects the quality of teaching and learning offered to our students. As a result, the few available staff engages in teaching and do not conduct research. This affects the overall rating of the University as well as the career growth of the lecturers. Over time, Management has noted that:

- iii) There are Academic Staff who do not undertake any research.
- iv) Some Academic Staff have failed to acquire PhDs despite being in the system for a long time.
- v) The number of litigation cases. The office of the University secretary together with the directorate of legal affairs should be consulted on this.

## 17.0 RECOMMENDATIONS

### i) Directorate of Planning and Development Department

Planning and development activities are at the centre of most functions of the university and directly enforce our core functions. It is recommended that the Directorate be further strengthened rather than being restructured into a unit within the finance department, in order to ensure continued progress in the implementation of our mandate.

### ii) Monitoring and Evaluation

There is need for stronger monitoring and evaluation of our core functions including all activities the University, as well as ensuring that illegal structures and businesses do not crop up that create a negative impact on the physical environment.

### iii) Streamline Human Resource Services in the University.

A number of challenges facing this university including litigation, are due to lack of streamlined human resources. Therefore there is a need to strengthen the directorate of Human resources so as to ensure efficiency of human resources.

- Computerise Human resources' records keeping and management
- It is important to undertake regular HR audits for both non-teaching and teaching staff.
- Implement a systematic mechanism for regular appraisal of staff

- Staff on Stop Gap Measure, who are over 300, should either be regularised or dismissed.
  - Undertake a thorough job analysis and recommendation.
  - Fill the positions in top Management.
  - Currently, a number of positions are not filled. It is important to always consider replacement of top management three months in advance so as to avoid vacuums. As much as possible, extensions of contracts should be avoided.
- iv) ICT Infrastructure and innovation: It is important to mobilise the resources (both financial and Human) to support the ICT development. ICT should be incorporated in all university activities.
- v) Continuous review of academic programs in order to eliminate duplication across all colleges and to respond to the national and global needs.
- vi) Strengthen the international office in order to attract more collaboration and partnerships while at the same time increasing the number of international students.

## 18.0 CONCLUSION

Makerere University has several resource documents with all the necessary information you would require including the Strategic Plan, the newly published Makerere University Strategic Plan Review Report (February 2017), Annual reports, Quarterly Reports from the Colleges and several others published by the Planning and Development Department as well as the Directorate of Quality Assurance.

I wish to reiterate, once again, my sincere thanks to everyone who has supported me and the Office of the Vice Chancellor over the past five years. Thank you for your encouragement, guidance and goodwill. I am forever grateful.

I pledge my total support as we continue on the quest "To be the leading institution for academic excellence and innovations in Africa".

To the In-coming Vice Chancellor, Professor Barnabas Nawangwe, I wish you success and may God continue to guide you in your service to Makerere University.

We Build for the Future.







