

Diversity & Inclusion In Leadership and Training



African Studies Center
MICHIGAN STATE UNIVERSITY



MAKERERE UNIVERSITY

Institutional D&I Capacity and Needs Assessment at Makerere University

by

Prof. Nelson Turyahabwe (PI)
Dr. Losira Nasirumbi Sanya

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D&I Capacity Needs Assessment

Overarching objective

- Understand how the partner institutions take into account representation of categories of people that have typically been marginalized from leadership & decision-making processes as well as integrating Diversity, Equity & Inclusion Issues in the mandate areas
 - Institution's capacity to administer DEI programs in its existing protocols, systems & practices.

Why D&I Capacity Needs Assessment Cont...

- ❖ Important to assess;
 - Who is included in decision making processes?
 - How inclusive are trainings, programs & services offered?
 - What are the gaps?
- Guide in setting targets & tracking Diversity Equity & Inclusion (DEI) progress at an institutional level



Sources of information

Documents
Reviews Policies,
Human Resource
Manual and the
Strategic Plan-

Key Informant
interviews with
Senior
administrators
and leaders

Observations -
Buildings,
Signage

Expert opinion

Top Managers -Academic Registrar, Deans, Principals of Colleges, Directors of various directorates, Gender mainstreaming, Students Guild, Members of governing council, Senate representatives, Members of staff associations

FINDINGS

Who are vulnerable to exclusion at the University

- Junior staff
- Fresher men and women at the University
- Female students
- Students Struggling academically
- The poor
- The PWDs
- Female staff
- Pregnant and breastfeeding staff and students
- Cleaners and casual member of staff

Status of D&I at Mak

Hiring Staff

- Appointment & Recruitment of Staff policies are silent on D&I.
- 'Equal Opportunity Employer' is more of theory than practice

Admission of students

- All courses are open to all gender ; Girls are given affirmative action for 1.5 at entry & 40% for females in STEM
- District quota system to address imbalances and cater for the less privileged/disadvantaged students from rural districts & also minority tribes
- **No D&I considerations that we are aware of in admission of graduate students**

Curriculum Dev't

- Many programmes approved without incorporation of gender & equity considerations in the curriculum; New programmes incorporate gender, life enhancement skills-
- Appreciation of the importance of D&I is not shared across the board

Teaching & learning

- Instructors/Lecturers to some extent use gender-responsive pedagogy
- Limited facilities and support systems for special groups - Venues/buildings without lifts and ramp, No exams & examination scripts to cater for PWDs, No childcare facilities
- Limited capacity – inadequate or no training on D&I

Status of D&I at Mak...(2)

Staff Dev't

- The Staff Development Policy (SDP) is neutral to Diversity & Inclusion
- Administrative & Support staff 'are not entitled' in the SDP

Research

- Appreciation of the importance of gender dimension not shared across the board
- Limited capacity – inadequate or no training in gender-responsive research methodology

KTP

- Implementation Knowledge transfer partnerships (KTPs) more on adhoc basis

Leadership

- Openness to diversity as core values (current Strategic Plan 2020-2030). However, women are very few in senior positions and become even fewer the higher you go in the hierarchy

Preliminary Outcomes and Lessons

- ❖ Administrators are more aware and sensitive to D&I
- ❖ Bringing scholars, administrators, civil society leaders and media contributes to deepening D&I knowledge and sensitivities
- ❖ There is Consensus that D&I is critical to institutional transformation
- ❖ Cross-cultural discussion on D&I essential to understanding of D&I in a global context

Conclusions

- Makerere University is an inclusive institution. It has policies & procedures that provide equal opportunity for all, generally lay foundation for diversity, equity and inclusion in the provision of services to the wider community without discrimination.
- However, integration of diversity, equity & inclusion in the University core mandate areas : teaching, research, and Knowledge Transfer and Partnership is wanting , thus the need for training of persons responsible for these core functions.

THANK YOU
