



**A PUBLIC PRESENTATION FOR THE POSITION OF
SECOND DEPUTY VICE-CHANCELLOR**

Prof. Anthony Mugisha

(PhD, MSc, MBA, BVM)

School of Veterinary Medicine and Animal
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SUITABILITY FOR THE POSITION OF SECOND DEPUTY VICE-CHANCELLOR



Training and skills

- Ph.D- Agriculture Economics-School of Agriculture, Policy and Development, Reading University, U.K
- MSc- International Animal Health- Edinburgh, Scotland, U.K
- Master of Business Administration (MBA)- Eastern and Southern African Management Institute (ESAMI)
- Bachelor of Veterinary Medicine (BVM)-Makerere University

3



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Managerial Experience

- Dean, School of Veterinary Medicine and Animal Resources
- Member of Makerere University Senate
- Chairperson, Makerere University Ceremonies Committee of Senate
- Member of Estates and Works Committee of Council
- Member of College Administrative Board of COVAB
- Member of College Academic Board of COVAB
- Member of College Academic Board of CHS

4



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- Manager Livestock Development Planning programme, Makerere University
- Coordinator and PI, MOBIP-Mak Project, EU funded project
- Country Team Leader of IDRC supported multinational project
- Coordinator, Tick Research Project supported by the Govt of Uganda
- Ag. Head of Department, Department of Veterinary Medicine, Makerere University



Networks

- Research networks with Tufts University, University of Florida, Nairobi University and others
- Networks with the government MDAs: Ministries of Agriculture, Finance, Education, National Planning Authority, Dairy Development Authority, KCCA, UWA and others
- Networks with over 50 district local governments: E.g, Sembabule, Mbarara, Isingiro, Moroto, Amudat, Mbale, Masindi, Nakasongola, Nebi, Arua, Gulu, Amolatar, and others.



Networks Cont'd

- Networks with the industry: Private Sector Foundation,
- Network with International Organisations: Food and Agriculture Organization, World Bank, SNV, EU, WHO, World Organisation for Animal Health, ILRI, and others. These networks will enhance outreach services and internship training



Taking Makerere to the community



Taking Makerere to the community



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Resource mobilization

Have attracted over USD 4,500,000:

- EU Beef Project- USD 1,000,000
- IDRC- SHEVAX Project- USD1,700,000
- Tick Research Project- GoU-USD 700,000
- LUANAR-Makerere University Staff Exchange- USD 250,000
- Umutara Polytechnic University-Makerere University Staff Exchange- USD 300,000

10



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- IFAD grant on Strengthening African Food Systems- USD 400,000
- National Agricultural Research Systems (NARS)- USD 180,000



PLANS TO ENHANCE OPERATIONS EFFICIENCY OF THE UNIVERSITY



Contextualizing the Challenges hindering Efficiency in the University

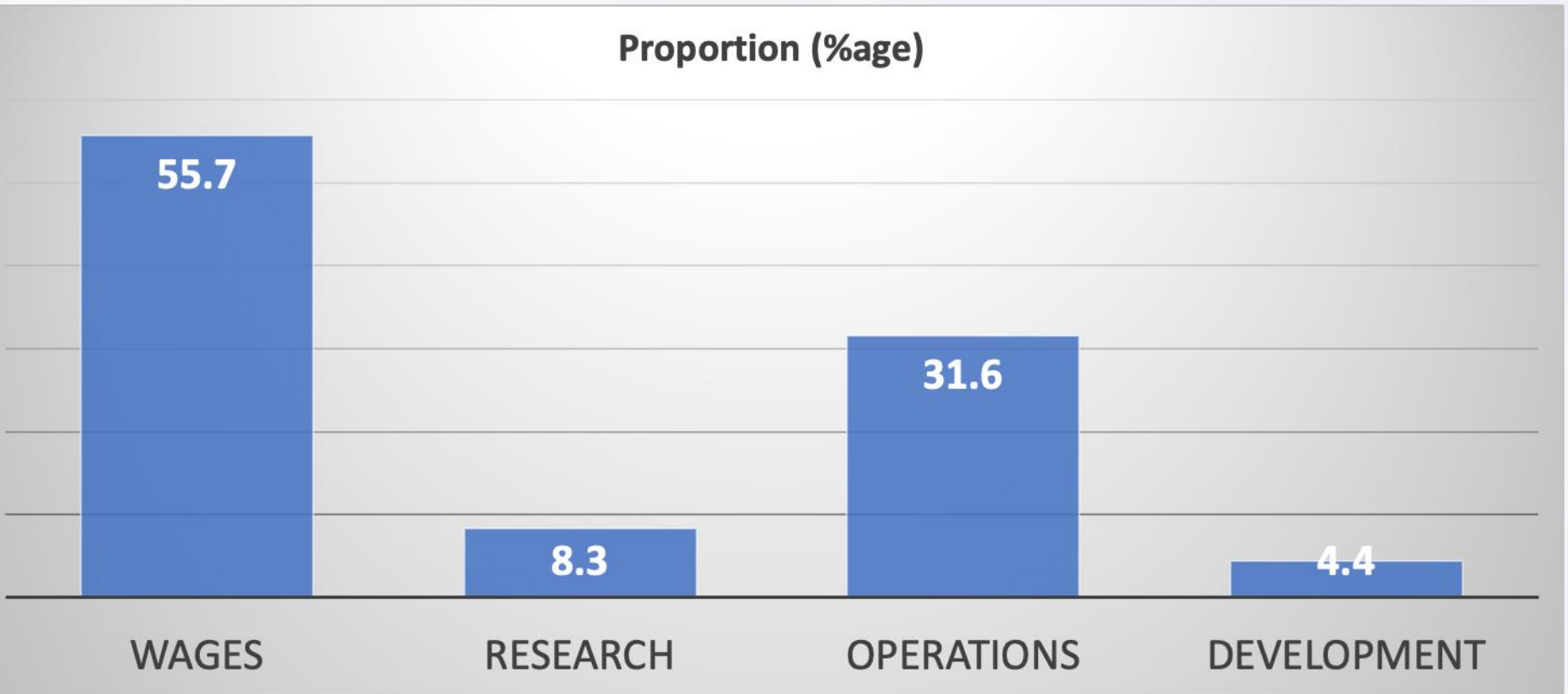
- Inadequate funding
- Demotivated staff
- Failure to fully operationalise the College system
- Underutilization of university resources:- HR, land and others
- Inadequate infrastructure
- Inadequately digitalized systems
- Less harnessed staff associations and management relationships
- Less harnessed student and management relationships

13



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Makerere University budget allocations-2023



Source: Auditor General's Report of MAK-2022/2023

14



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My Plan to Enhance Operations Efficiency of the University

- a) Motivating staff: Academic, Administrative and Support staff:
- Improving working environment- office furniture, internet, office equipment, sanitation and hygiene etc
 - Dignity of staff- restoring mutual respect/collegiality
 - Timely promotion of staff, training and development
 - Improved staff welfare- equitable salary enhancement, healthcare to include dependents, office teas e.t.c

15



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Enhanced Operations Efficiency Cont'd

- b) Self sustaining funding- increase student enrolment through onlinization of programmes, increase revenue centres, negotiate with government and development partners for more operational funds
- c) Full operationalization of the College system as envisaged in the College Statute
- d) Proper utilization of university resources e.g. land

16



Enhanced Operations Efficiency Cont'd

- e) Support full implementation of the university infrastructure master plan, revamp laboratories, renovate student halls of residence, lecture rooms, staff houses etc
- f) Support DICTS to fully digitalize the university systems and processes
- g) Leverage the Staff Associations and Management relationships- constant engagements
- h) Harness Student and Management relationships- proactive constant engagement



BUSINESS PLAN FOR MY ROLE IN PLANNING AND DEVELOPMENT OF THE UNIVERSITY



My vision

An efficient, effective, risk averse and sustainable administrative and financial frame-work for Makerere University, that is properly aligned to aggressive resource mobilization and prudent utilization to achieve the university mission and vision.

My mission

To support the Vice-Chancellor in the efficient and effective administration and financial management of Makerere University.



My strategic objectives

- To effectively plan and manage human, intellectual, financial and other resources of the university
- To undertake aggressive resource mobilization
- To strengthen systems and institutional frameworks
- To enhance and sustain student and client focus
- To leverage IT to improve administration, teaching, research and outreach services

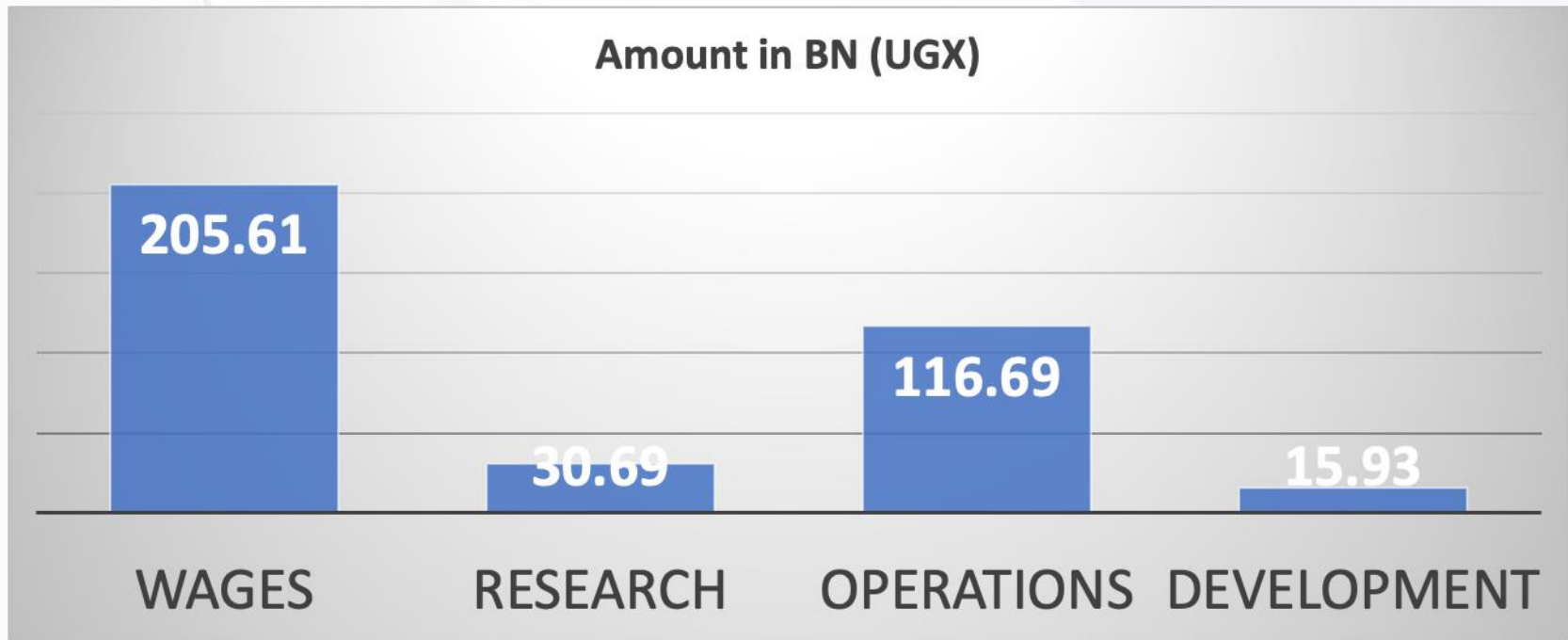


Situational Analysis

Strengths

- a) MAK is a public university with a brand and good will from funders

Makerere University Budget-2023



21



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Strengths cont'd

- b) Has the highest concentration of highly qualified academic staff- 1,425 of which 780 are PhD holders and other highly qualified and experienced administrative and support staff (366 Administrative, and 1,574 support staff)
- c) Has the largest and quality student enrollment (37,000 of whom 5000 are on government scholarship)
- d) Has national, regional and international networks
- e) Has relatively the best facilities compared to other universities in Uganda.



Strength cont'd

- f) Highly ranked and recognised university in the region
- g) It is strategically located in the heart of Kampala city
- h) Has expanse land and other resources- Main campus seated on 298 acres (20% built), Kabanyoro-552 acres, Medical school, Mulago-9 acres, Nakyesasa-205 acres, Buyana- over 400 acres, and others.



Weaknesses/Challenges

- Limited funding of the university
- Old and dilapidated infrastructure, for instance;
 - a) out of the 11 fire hydrant points set up in the 60s and 70s, only one is currently functional
 - b) There is currently an obsolete 6000 meter piping for sewerage system which was originally meant for less than 8,000 people on main campus compared to the current population of 40,000
 - c) Currently, on average main campus uses 1,200 cubic meters of water daily, vs the recommended consumption of 4000 cubic meters- 2,300 deficit
- Inadequate HR planning and development

24



Seniour staff housing units in need of renovation



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Junior staff house units in need of renovation



26



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Students Halls of Residence in need of renovation



27



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Weaknesses cont'd

- Low staffing levels compared to approved structure- 41% posts filled up
- Low staff morale and attrition
- Inadequate ICT support systems and tools
- Inadequate occupational safety and health support
- Declining quality in teaching and learning- inadequate practical training of students
- Declining quality in research
- Inadequate internal staff and student grievance redress mechanisms



My proposed strategic direction for the university as Second Deputy Vice-Chancellor

- a) Funding that will make Makerere self sustaining**
- b) Improving the administration of finances**
- c) Ensuring productive, committed and motivated workforce**
- d) Systematic and phased renovation of university infrastructure**
- e) Collaboration with staff associations, students guild and other stakeholders**
- f) Ensuring effective and efficient administrative processes**
- g) Strengthening Makerere as an academic leader Globally**

29



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Funding that will make Makerere self sustaining

- a) Supporting potential revenue centres-
- Upgrade the university hospital to a state of the art hospital generating income to the university
 - Upgrading Mak Guest house to a four star hotel under PPP arrangement
 - Support the university press for publishing and commercial printery
 - Utilize Makerere land under PPP for commercial purposes
 - Lease some of the unutilized or under-utilized land for income generation

30



Proposed upgrade of Mak Guesthouse



31



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Self sustaining funding cont'd

- Renovation of student halls of residence
- Construction of student hostels
- Enhance the operations of Mak holdings
- Establish a consultancy Bureau,

b) Support colleges to double enrollment through onlinization- ODEL

c) Strengthen existing and establish new grants office at colleges

d) Lobby government for more research and graduate training funds



Student hostels



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Improving the administration of finances

- Deepening the decentralization of function to colleges, schools and departments
- Deepening the decentralization of finances to colleges, schools and departments
- Enhancing accountability and transparency in the university finances
- Aligning the university budget with the strategic plan of the university
- Ensuring that Principals, Deans and Chairs of Departments and all staff access the approved and refined budgets

34



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Ensuring productive, committed and motivated workforce

- Payment of Supervisors, Internal and External Examiners
- Widen the university health services to cover at least four family members
- Enhance timeliness in recruitment and promotional process
- Enhance HR planning at the departmental, school and college levels



Motivated workforce cont'd

- Enhance Staff Development fund
- Support staff SACCOs- encourage each staff to join a SACCO
- Identify and development of talent: Teaching Assistants, reward meritocracy: innovation, creativity, and hard work

36



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Systematic and phased renovation of university infrastructure

- Fire point Hydrants
- Sewerage system
- Staff houses
- Halls of residence
- Laboratories
- Lecture rooms
- Police station
- Offices

37



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Collaboration with staff associations, students guild and other stakeholders

- Support a framework for continued dialogue between management, staff associations and students guild (Once a month as already established by the Vice-Chancellor)



Collaboration cont'd

- Rejuvenate the existing University Private Sector Forum Platform
- Support the Convocation office
- Mentor students and staff to prepare students for future Alumni

39



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Ensuring effective and efficient administrative processes

- Eliminate duplication of activities between the centre and colleges
- Facilitate and enforce annual work plans in all units
- Conduct induction training to new staff at all levels
- Support operationalization of the Alternative Dispute Resolution (ADR) policy of Council.
- Empowering the DRGT- to cascade to college level
- Digitalization of the processes and records

40



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Strengthening Makerere as an academic leader Globally

- Strengthen the university-industry linkage for internships and consultancies
- Establish and strengthen college grants offices
- Strengthen the IPR office

41



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WITH KNOWLEDGE OF HIGHER EDUCATION SECTOR IN UGANDA AND GOVERNANCE OF PUBLIC UNIVERSITIES AND HOW THIS CAN DRIVE THE UNIVERSITY TO A 21ST CENTURY UNIVERSITY



Policies and the legal regime guiding the university

- The Uganda Constitution-1995
- Universities and other Tertiary Institutions Act- 2001 as amended
- Public Finance Management Act-2015
- PPDA-2003 as ammended
- Employment Act-2006
- The College Statute-2012
- Human Resources Manual-2009 as amended
- Makerere Finance Procedures Manual-2014
- Makerere Budget Policy
- Makerere Planning Policy

43



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University structures and organs

- The policies and laws are implemented through the university organs and structures:
 - a) University Council and its Committees:
 - The Appoints Board (AB)
 - Finance, Planning, Administration and Investments Committee
 - Estates and Works Committee
 - ICT Committee
 - Audit Committee
 - Legal, Rules and Privileges Committee



- Quality Assurance and Gender Committee
 - Staff Development, Welfare and Retirement Benefits Committee
- b) Senate with her committees
- c) Management
- d) College Boards
- e) Schools
- f) Departments
- g) Organs that are semi-autonomous
- Staff Tribunal
 - Makerere University Retirement Benefit Scheme
 - Convocation
 - Staff Associations
 - Student Guild

45



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Relationship between the university and the ministries and other government agencies

- Ministry of Education
- Ministry of Public Service
- Ministry of Finance, Planning and Economic Development
- National Council for Higher Education
- Parliament

46



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Makerere University a 21st Century University

Guided by the university strategic plan (2020-2030), and the policy and legal regime, with the university structures and organs collaborating with the responsible ministries and agencies, I will ensure the university is:

- A fully digitalized university
- Research led as per the strategic goal number one
- Financially self sustaining university

47



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- Highly motivated and professional staff who are innovative, creative and loyal to the institution
- Modern infrastructure
- Competitive products/graduands in the job market both within and outside the country.



48



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WE BUILD FOR THE FUTURE



THANK YOU