



# **Presentation for Position of Second Deputy Vice Chancellor Makerere University**

**Henry Mwanaki Alinaitwe**



# Outline

1. Introduction
2. Suitability for the position of 2nd Deputy DVC
3. Plans to enhance operations efficiency of the University
4. Business plan for my role in Planning and Development of the University
5. Demonstration of knowledge of Higher Education sector in Uganda and governance of public universities and how this can drive the University to a 21st Century university.
6. Vote of thanks and Prayer

# 1. Introduction

# Introduction



- Registered Civil Engineer
  - FUIPE
  - FICE (UK)
  - MCMAU
  - FUNAS



- International associations
  - Member of Global Engineering Deans Council
  - African Engineering Education Association - Vice President (East Africa)

# Introduction (Cont..)

## Academic Qualifications



- PhD degree in Engineering (Lund, Sweden) – 2008



- Licentiate degree in Engineering (Lund, Sweden) – 2006



- MSc Construction Management (Loughborough University - UK) 1997



- M Eng St Structures (The University of Sydney - Australia) – 1994



- BSc Engineering - Civil Option (Makerere University) - 1989

# Introduction (Cont..)

## Academic leadership Experiences

- Has acted as DVC FA and has experience in the office
- Principal of CEDAT 2013 - 2023
- Deputy Principal 2013
- Dean Built Environment 2011 - 2013
- Deputy Dean (Administration and undergraduate affairs) Faculty of Technology 2010 - 2011
- Chief Invigilator of Exams, Faculty of Technology, 2008 - 2010
- Coordinator of PGD Construction Project Management





## Introduction (Cont..)

### Some notable awards

- Contributor - Best monograph book by Routeledge - book chapter contributed - 2019 - Construction Health and Safety in developing countries.
- Golden Jubilee award as Principal - 2017
- State Scholar for being best A level candidate (AAA) - 1984
- First winner of the Uganda Mathematical Post Secondary Contest 1983.
- State Scholar for being among the best P7 candidates (259/300) - 1977









## Introduction (Cont..)

### **Roles of 2nd Deputy Vice Chancellor** (*UOTIA (2001) as ammended*)

Assist the Vice-Chancellor in the performance of his or her functions and in that regard shall:

- a) Oversee the Finances and administration of the University;
- b) Be responsible for the planning and development of the University;
- c) Perform such other functions that may be delegated to him or her by the Vice-Chancellor or assigned by the University Council.

## Introduction (Cont..)

### **Roles of 2nd Deputy Vice Chancellor** (as advertised by the Search Committee)

- a) Provide leadership in preparation and implementation of the University's recurrent and capital budgets.
- b) Monitor the development and implementation of the University's accounting procedures, manuals and other documents relating to financial control and Management as per approved financial regulations.
- c) Oversee income and expenditure of all income generating units of the University.
- d) Coordinate the production of the University-wide Financial Reports by Colleges and Units.
- e) Management of human resources in the University.
- f) Oversee the management of University Estates and Assets.

## 2. Suitability for the position of 2nd Deputy Vice Chancellor

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# Suitability

## Suitability for the position of 2nd Deputy Vice Chancellor

- Academic record
- Relevant academic qualifications and trainings
- Excellent Management and administration record
- Excellent performance in Finance and administration
- Relevant experience in areas of mandate of 2nd DVC
- Have key competences
- Highly motivated



## Suitability for the position of 2nd Deputy Vice Chancellor

- Excellent Academic Track Record
  - State scholar from S1 to University. Double boom at University

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## Suitability for the position of 2nd Deputy Vice Chancellor

- Relevant academic qualifications and trainings
  - BSc.Eng, MEng St, MSc, Lic. PhD in Civil Engineering
  - MSc Construction Management had courses in
    - Human Resources Management
    - Financial Management
    - Project Planning and Management
    - Law
  - Post Graduate Certificate in Public Administration and Management
  - Post Graduate Certificate in Project Planning and Management

- Relevant Training certificates: e.g. Leadership, Teamwork, Stakeholder management, Estates and Assets, Computer applications, etc.

## Suitability for the position of 2nd Deputy Vice Chancellor

- Excellent Management and administration track record
  - From Programme Coordinator to Principal of CEDAT (Always voted overwhelmingly).
  - 2 years of excellent performance in the office of DVC FA
  - Appraised consistently by my supervisors >90%

## Suitability for the position of 2nd Deputy Vice Chancellor

### Excellent performance in Finance and administration

- Sub-Accounting officer at CEDAT - the college always had no serious audit issues apart from a few advisories e.g. recruit more staff.
- Chair of College budget committee as Principal and Chair of University Budget Committee as Ag. DVC FA
- CEDAT is and has been a peaceful college
- Peace in office of DVC FA for the time I have been there

### Member/ Chairman of the University Contracts Committee

- Timely delivery with quality 2012 - 2015

## Suitability for the position of 2nd Deputy Vice Chancellor

- Relevant experience in areas of mandate of 2nd DVC
  - Human Resources Management
    - Was Chairperson of CEDAT Establishment and Appointments Committee
    - Participated in Harmonisation - UGX 12 Bn secured
    - Recruitment and Promotion - various
    - Training and staff development - waivers and study leave
    - E hrms: appraisals, leave, Identity cards, etc - automation
    - Staff Exit - Inhouse retirements benefits of UGX Bn 25.1 m, last instalment of Bn 5.1 m
  - University Hospital
    - From Insurance cover to University hospital
    - Rehabilitated to including extension and equipment for
      - ICUs, X-ray, etc
    - Stakeholders satisfied

**Benefits**  
of UGX Bn **25.1 m**





## Suitability for the position of 2nd Deputy Vice Chancellor

- Planning and Development
  - CEDAT Strategic Plan and Makerere University Strategic Plan 2020 - 2030
  - Strategic Plan 2020 - 2025 - aligned with NDP III
  - Assessment of mid term performance on the Strategic Plan 2020 - 2025
  - Physical Master Plan
  - Project writing and submissions to Development Committee

## Suitability for the position of 2nd Deputy Vice Chancellor

- Estates and Works
  - Member of Estates and Works Committee of Council when I was Principal CEDAT.
    - Physical Master Plan (2013 - 2014)
    - Member of AfDB steering committee
  - Team leader - Design for rehabilitation of the Main Administration Building
  - Team member, design and construction of a number of projects e.g. EPRC building, Forestry building









# Suitability for the position of 2nd Deputy Vice Chancellor

## Have key competences

Competences	Value addition
Time keeper	Efficient processes
Team Builder, leader and team player	Teamwork
Results oriented	Delivery
Mature	Professionalism
Leadership and supervisor	Having sense of direction and motivation
Quick judgment and decision maker	Efficient processes
Provide strategic leadership	Strategies
Public relations and negotiations skills	Stakeholder confidence
High level of integrity and concern with equity	Equity



## Suitability for the position of 2nd Deputy Vice Chancellor

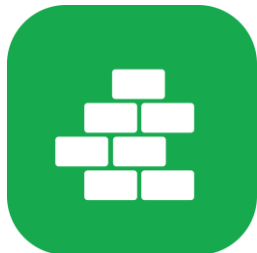
### Some examples of resource mobilisation

#### PI/Team leader



- Enhancing distance education - KOICA funding. USD 12.2 m in 2024
- Capacity building in e-learning. KOICA funding. USD 450,000 in 2023
- Higher Education Partnerships for SSA. RAEng funds. UKP 200,000 in 2019
- EACREEE. UNIDO/EAC/ADA funds. Euro 1,600,000 in 2016.

#### Ecosystem



- Main Administration Building restoration. GoU. UGX 24 Bn in 2021
- Perimeter wall fence. GoU. UGX 4,5 Bn in 2021
- Presidential Initiative 2 phases GoU UGX 45 Bn - 2010 - 2020: Gave birth to KMC, Makapads
- Mastercard scholars programme Phase II. Alternate Chair. USD 45 m in 2024

## Suitability for the position of 2nd Deputy Vice Chancellor

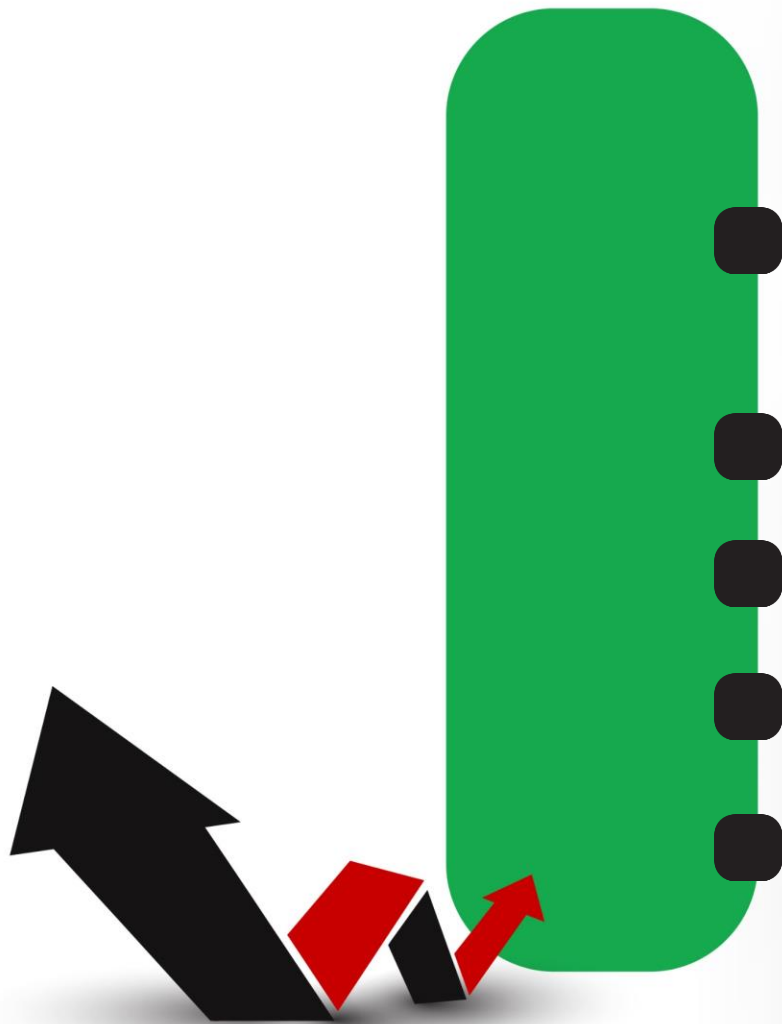
### Very Highly Motivated

- Desire to contribute to the University's excellence
- Available and works beyond self
- Royal to the University and supervisors

# Plan to improve operations Efficiency

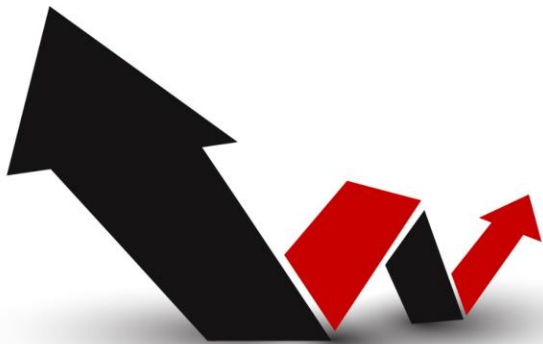
Operations efficiency - Elimination of wastage and  
optimal utilisation of resources

## Plan to improve operations Efficiency (Cont..)

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- Put in place systems that deal with clients
    - Depersonalise processes
    - Review and operationalise policies
  - Leverage technology
    - Automate most processes
  - Periodic and refresher trainings
    - To minimise cost, most should be on the job
  - Robust and transparent financial management
    - Review the Financial Procedures Manual and operationalise it
  - Functional Reporting and evaluation of delegated mandates
    - University Council should meet with Principals quarterly to discuss and review plans and progress

## Plan to improve operations Efficiency (Cont..)

- - Estates and Works
    - Water harvesting
    - Renewable energy options
- - DICTS
    - Automation of processes - have integration
    - Investigate purchasing bandwidth from cheaper sources
- - Human Resoures
    - Training, multi skilling
    - Business Process Re engineering steps
    - Assess appraisals
- - Security
    - CCTV at campuses
    - Having a lean by effective security team
- - Legal Issues
    - Negotiations/ Mediatons
    - Alternative Dispute resolution





## Plan to improve operations Efficiency (Cont..)



### •Bursar

- More participatory budgeting
- Transparency in releases at all stages
- Timeliness in Accountability



### •GAMSU

- Improve system to have regular reports and ensure compliance



### •Coordination between Advancement Office, Endowment Fund and Convocation

- Convocation and Alumni - Advancement office
- Research Endowment Fund



### •Mak Holdings

- More business oriented



### •Students issues

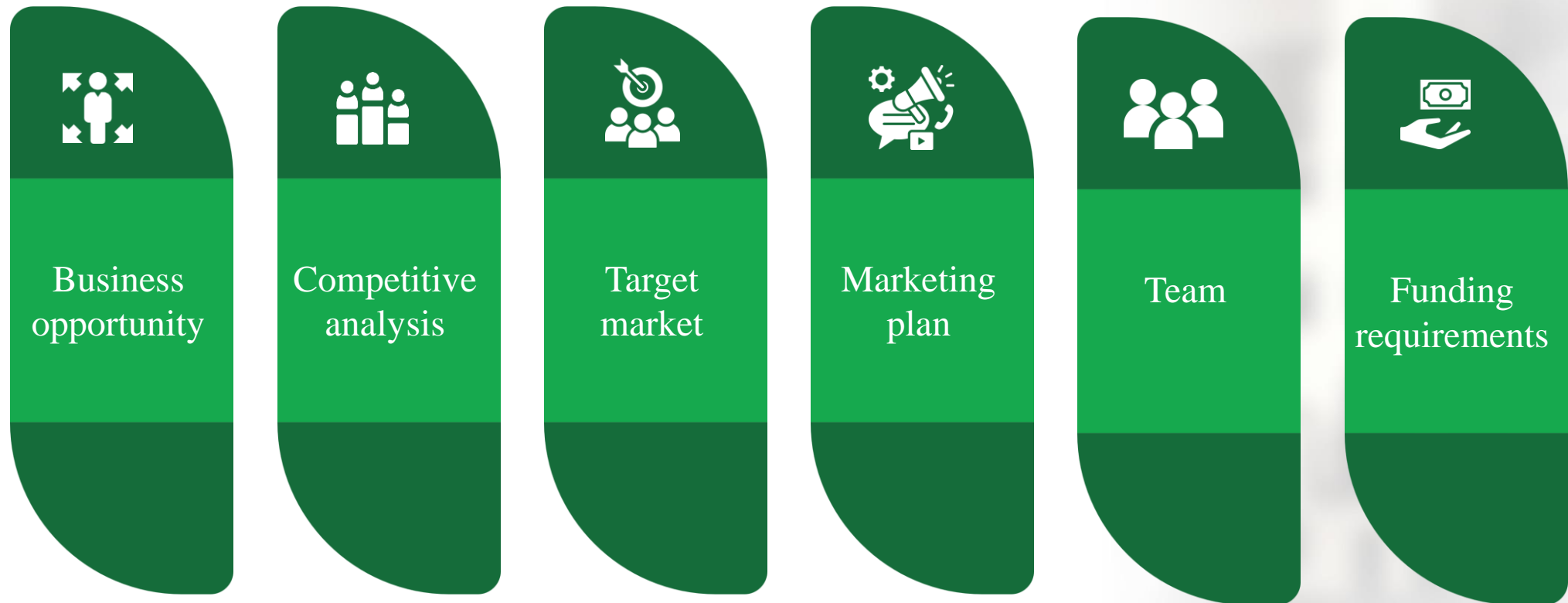
- Engagement on contentious issues to avoid waste
- Have optimal numbers in programmes



# Business plan for my role in Planning and Development of the University

# Business plan

## Key components of a business plan









# Business plan

## Business plan for Makerere University

- *Makerere's business case*

[Makerere University Business Plan\(1\).docx](#)



# Business plan

## Fees payable



- Executive programmes/Regularly review academic programmes and the fees payable.
- Enforce payment with access control

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## Non tax revenue



- Have farms run along mixed commercial/educational lines
- Lands are leased out for revenue and protection; PPPs
- Tenants in houses pay improved rates and houses well maintained.
- Loyalties from IP and shares

# Business plan



# Business plan

## Investments



- PPP Projects
  - Already in touch with PPP unit and some potential investors.
- Financial investment - Treasury bills and bonds

## Government of Uganda



- Public University. Keep in good books with GoU
- Remember Mamdani's scholars in the Market place



# Demonstration of knowledge of Higher Education sector in Uganda and governance of public universities and how this can drive the University to a 21st Century university

# Laws in a 21st Century University



- The Constitution of Uganda (1995) as ammended
- Universities and Other Tertiary Institutions Act (2001) as amended
  - NCHE - regulator
  - Organs of the University/ structure
    - ✓ Visitor
    - ✓ Chancellor
    - ✓ Council
    - ✓ Senate
    - ✓ Officers of the University
    - ✓ Directors/Deans
    - ✓ Heads of Department/units
    - ✓ Professors, staff of the University, students and Convocation



# Laws in a 21st Century University



- Some other relevant laws
  - Public Finance Management Act (2015)
  - Higher Education Students Financing Act (2014)
  - Public Procurement and Disposal of Public Assets Act (2003)
  - Employment Act (2006)
  - The Education Act (2008)
  - The Public Private Partnership Act (2015)
  - The National Audit Act (2012)
  - The Building Control Act (2013)
  - The National Information Technology Act (2016)

# Laws in a 21st Century University



## ■ Statutes

- The College Statute

## ■ Policies e.g.

- National Science, Technology and Innovation Policy (2009)
- Uganda Public Service Standing Orders (2021)
- University Policies
  - Intellectual Property Management Policy
  - Grants Administration and Management Policy

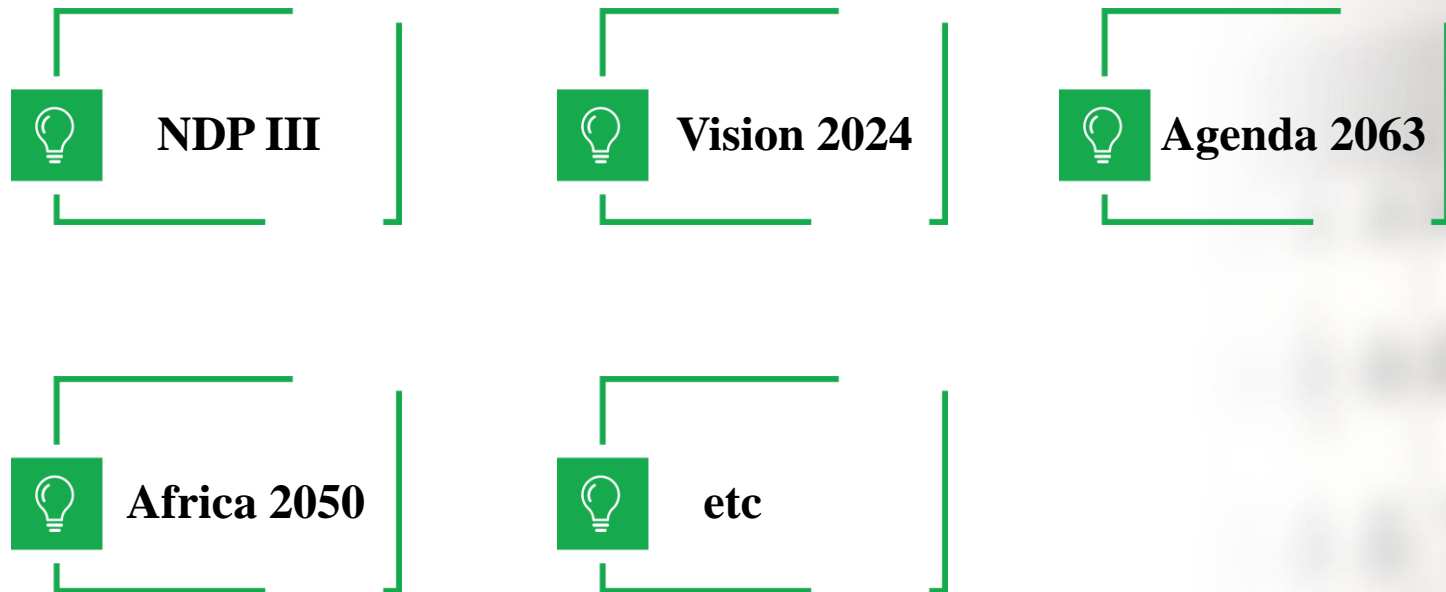
## ■ Regulations

## ■ Procedures and Manuals

- The Human Resources Manual, etc

# Laws in a 21st Century University

## Instruments and agenda (National and Global)



# Laws in a 21st Century University

## Key stakeholders



- Government of Uganda
  - Parliament of Uganda
  - Ministry of Education and Sports; Ministry of Finance
  - Courts of law/judges
  - Other MDAs - collaboration



- Public
  - Opinions leaders
  - Parents/guardians, students
  - All Stakeholders
- Private Sector
  - Industrialists



- Development partners/Funding agencies/Investors



- Regional Bodies
  - AU
  - EAC
  - IUCEA

# Laws in a 21st Century University

## **Research led**

- **Transformation and Impact**

- Have a strong research section (UOTIA third DVC)
- Strong partnerships with stakeholders
- MoU and engagements
- Protection of Intellectual Property
- Products and processes to create impact

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## **Finance mobilization**

- **Sustainability**

- Taxes and allowances expenditure
- PPPs projects
- Philanthropist contribution (Taxes, recognition?)
- University linked businesses

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## **Automated processes**

- **Efficacy**

- Leverage technology to satisfy all stakeholders



# Vote of thanks and prayer

## Vote of thanks

1. The Chancellor
2. The University council
3. The Vice Chancellor
4. Senate
5. University Top management (Central and Principals)
6. The Colleagues and students at CEDAT and all colleges - Team mates
7. External stakeholders such as KMC, Mulago, UEGCL, etc



**I trust that you find me suitable  
For appointment as the 2<sup>nd</sup> Deputy Vice  
Chancellor**

**Thank you**

