

MAKERERE



UNIVERSITY



ANNUAL REPORT

2006

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LIST OF ACRONYMS

| | |
|--|--|
| BIFA | Bachelor of Industrial and Fine Art |
| COPTAD | Community Oriented Practical Training and Design Program |
| AICAD | African Institute for Capacity Building and Development |
| ULIA | Uganda Library and Information Association |
| EASLIS | East African School of Library and Information Science |
| VicRes | Lake Victoria Research |
| FEMA | Faculty of Economics & Management |
| HURIPEC | Human Rights and Peace Centre |
| I@mak.com | Innovation at Makerere University |
| ICT | Information Communication Technology |
| IDRC | International Development Cooperation |
| LAN | Local Area Network |
| MAP | Master of Arts in Performing Arts |
| MTSIFA | Margaret Towel School of Industrial and Fine Art |
| NARO | National Agricultural Research Organization |
| NCHE | National Council for Higher Education |
| NGO | Non-Governmental Organization |
| NIMES | National Integrated Monitoring and Evaluation System |
| NORAD | Norwegian Support Program |
| CAEC | Centre for Agricultural Extension |
| ARTP | Agricultural Research and Training Program |
| MUARIK | Makerere University Agricultural Research --Kabanyolo |
| PEAP | Poverty Eradication Action Plan |
| PROTA | Plant Resource of Tropical Africa |
| Sida/SAREC | Swedish International Development |
| STI | Science and Technology Innovations |
| UPDF | Uganda People's Defense Forces |
| USAID | United States Aid for International Development |

The Makerere University Strategic Plan 2000/01-2006/07 terminated in June 2007. While the successor strategic plan could signal change in the University's strategic directions, the core functions of teaching, research and outreach remain unchanged. The University in the medium term will be guided by the Strategic Plan 2007/08-2017/18. A strategic framework guiding the formulation of the successor strategic plan has outlined the following strategic goals:

1. To increase the supply capacity of the University to provide increased access opportunities to meet increasing demand for higher education at national level;
2. To enhance knowledge generation and access in both science and humanities disciplines with a view to repositioning Makerere University as the research University of Uganda and beyond;
3. To enhance the capacity of the University to link with and service community, private and public sectors and other universities.

In addition the University has identified Strategic areas relating to the key infrastructural support for the delivery of the University's strategic purpose. These are: Organization and management; Quality Assurance; Human Resources; Library Services; Internationalization; Information Communication Technology; Gender Mainstreaming; Laboratory services; Staff and Student support services; Physical Infrastructure and Planning; Resource Mobilization, Investment and Financial Management.

The newly formulated investment policy and the Quality Assurance framework are expected to play a predominant role to guide the University in resource mobilization and assuring the quality of programme delivery process within the University and graduates produced.

Whereas Government financial support and internally generated income cover recurrent costs, the development budget is covered by the donor support. The major development partners in this regard are: the Norwegian Government, the Swedish government under Sida/SAREC and two US based Foundations under the Strategic Partnership for Higher Education namely Carnegie Corporation of New York and Rockefeller Foundation and the World Bank IDA. Besides the major development partners there are other development Partners that fund research initiatives of the University and individual staff members.

With this support, the University was able to register some achievements during the 2006/07 Financial Year. These achievements are highlighted here under.

1. Graduate output for the 2005/06 academic year was 9,667 in the various programmes at both undergraduate and postgraduate levels. Of these 44% were female. There were 649 graduates at Masters and 18 at PhDs levels.
2. Staffing position increased to 85% of the established positions up from 77% during the 2005/06 academic year.

3. Increased research output dissemination through publications in form of stand alone books and peer reviewed journals
4. Department of electrical engineering joined the I-labs project based at Massachusetts Institute of Technology. Under this programme, 3 universities in Africa, including Makerere are able to access state of the art equipment at MITs laboratories through the internet
5. Improving quality through ICT in Teaching, Learning and Library e-resource. Several faculties installed, operationalised, and furnished their local area networks and/or computer laboratories. The wireless network to create hot spots that enable students and staff with laptops to access e-resources was also installed.
6. Affirmative action for girls continued. The Female Scholarship Initiative, which sponsors female students from poor and disadvantaged background continued to roll on. To date a total of 504 beneficiaries (288 Sci, 254 Arts) have been supported. Out of these 128 (65 Science, 63 Arts) have completed their studies and graduated.
7. Direct linkage with the local governments continued through the capacity building programme for decentralisation, creating a critical mass of 114 1st degree holders, 82 at Masters Level graduates from the participating local governments.
8. The demographic surveillance site in Mayuge was commissioned and is now fully operational in addition to the Operationalisation of the biomedical laboratory in the department of biochemistry in Mulago.
9. Increase in library space by 8000 m² in the first phase on main library extension.
- 10.** Initiation of the construction of the extension of Faculty of Computing and Information Technology extension

Despite these achievements the University continues to be resource constrained

Within the medium term the University will continue with the established research priorities and take forward the formulation of the Research and Intellectual Property rights policy. Other areas of focus are Library Resources, Devolution to Colleges, improving efficiency by developing ICT capacity in storage, retrieval and dissemination of information for management, teaching and learning, research, Human Resource Development; Quality Assurance; practical orientation of students through field attachments, Resource Mobilisation and the operationalisation of the Investment Policy, and marketing and image building.

1. INTRODUCTION

This is a transitional year for Makerere University as it concludes the strategic plan 2000/01-2006/07 and begins on the formulation process for the new ten year plan. We continue with our commitment to provide accountability to our stakeholders through the reporting process. The process has been a useful instrument for the University to receive feed back. This report outlines the activities, achievements and challenges of the University during the 2006 calendar year. In compliance with the Universities and Other Tertiary Institutions Act 2001, the undertakings of the University are cast against the University strategy as outlined in the 2000/01 - 2006/07 strategic plan. However, since the process of formulating the new plan is underway, the report draws from the interventions and discussions of this process.

¹ The Vision:

To be a leading institution for academic excellence and innovations in Africa.

The Mission:

To provide *World Class* innovative teaching, learning, research and services responsive to National and Global needs.

University strategic direction in the medium term

The Makerere University in the medium term will be guided by the Strategic Plan 2007/08-2017/18. The strategic framework that is guiding the formulation of the units' strategic plans has outlined guiding goals and objectives regarding the core mandate of the University and infrastructural support to the delivery of the University's core functions of imparting, generation, dissemination and utilisation of knowledge. To this end' six (6) goals have been outlined in the strategic framework to shape the University's core functions of; teaching and learning; research and innovations; and outreach and service delivery. These are:-

1. To provide a teaching and learning environment that assures superior experience to both the learners and the academic staff;
2. To produce graduates relevant to the world of work and society at both local and international levels;
3. To increase the supply capacity of the University to provide increased access opportunities to meet increasing demand for higher education at national level;
4. To enhance knowledge generation and access in both science and humanities disciplines with a view to repositioning Makerere University as the research University of Uganda and beyond;

¹ Both the Mission and Vision are part of the new Strategic plan formulation exercise.

5. To promote generation of Science and Technology Innovations (STI) and their accessibility to Ugandan society with a view to improving the welfare of the nation; and
6. To enhance the capacity of the University to link with and service community, private and public sectors and other tertiary institutions.

In addition the University has identified Strategic direction relating to the key infrastructural support for the delivery of the University's strategic purpose: These include: Organization and management, Quality Assurance, Human Resources management, Library Services, Internationalization, Information and Communication Technology, Gender Mainstreaming, Laboratory services, Staff and Student support services, Physical Infrastructure and Planning, Resource Mobilization, Investment and Financial Management.

The newly formulated investment policy and the Quality Assurance framework are expected to play a predominant role to guide the University in resource mobilization and assuring the quality of programmes within the University and graduates produced.

2. KEY HIGH LIGHTS AND PROGRESS IN IMPLEMENTATION OF PLANNED ACTIVITIES FOR THE YEAR 2006

The University has over the past seven years been guided by the Makerere University strategic Plan 2000/01-2004/05 amended to 2000/01-2006/07. Reporting for the calendar year 2006 is, therefore, based on the seven University thematic areas as identified in the outgoing strategic plan namely, teaching and learning, research, outreach, financial resource management, organisation and management, infrastructure and human resource development.

Institutional achievements are facilitated by three key sources of revenue namely: Government, Internally Generated Income and Development Partners. Whereas Government support and internally generated income cover recurrent costs the development budget is covered by the development partners through the four major systemic support vis:-

- a) The **Norwegian Government** Institutional Development Programme,
- b) The **Sida/SAREC** collaborative Research Programme,
- c) Support from the Strategic Partnership for Higher Education in Africa, (specifically by the **Carnegie Corporation of New York**), and
- d) the **Rockefeller Foundation**.

Besides the above four, the University has received considerable support from the World Bank, Pfizer, DANIDA and the USAID on the sustenance of the Infectious Disease Institute at Mulago and other programmes.

2.1 Teaching and Learning

2.1.1 Academic programmes

The University over the year concentrated on consolidating and revising existing programmes, both for issues of relevance and to weed out overlaps between the various disciplines. Several faculties reviewed both their undergraduate and postgraduate programmes. In addition new courses were started at the Masters level. Some of the revised and new programmes include the following:-

1. The MTSIFA completed the review of its undergraduate programme and refurbished the BIFA with a market oriented art and design courses.
2. Review of the Curricula for both BA (SS) and B (SWSA) which are now due for endorsement by the relevant University organs.
3. Review of the Bsc. Science programme to come up with new undergraduate and mathematical programmes and the development of the Master of Mathematics programme.
4. Master's degree in Banking and Investment and MSc. Procurement and Supply Chain in the Faculty of Economics and Management
5. Master of Arts in Performing Arts (MAP). This is a multidisciplinary programme which embraces various performing Arts fields as well as related theatre Arts like Scenic and stage design, light and design theatre technology. The programme, however, means a suspension of the M.A. degree in Music Dance and Drama.
6. A task force was put in place to initiate and develop the Petroleum Geosciences and Engineering Programme to train human resource for the upcoming Petroleum Sector. This involves the Departments of; Geology, Physics, Chemistry and Mechanical Engineering.

2.1.2 Programmes in affiliated health institutions

- a) Since the affiliation of health colleges to Makerere University in 2005, new programmes were approved by the University senate to admit students with effect from October 2006. Ten (10) programmes were approved for commencement. Approve programmes are given in table 1.

Table 1 Programmes approved for the affiliated health institutions

| | PROGRAMME | INSTITUTION | DURATION | INTAKE CAPACITY |
|----|---------------------------------|--|-----------------|------------------------|
| 1 | Diploma in Physiotherapy | Mulago Paramedical School | 3 years | 53 |
| 2 | Diploma in Occupational Therapy | Mulago Paramedical School | 3 years | 25 |
| 3 | Diploma in Medical Radiography | Mulago Paramedical School | 3 years | 25 |
| 4 | Diploma in Anaesthesia | Mulago Paramedical School | 2 years | 25 |
| 5 | Dip in Medical Lab Sciences | Mulago Paramedical School | 2 years | 40 |
| 6 | Diploma in Pharmacy | Mulago Paramedical School | 3 years | 30 |
| 7 | Diploma in Health Tutors | Mulago Paramedical School | 2 years | 40 |
| 8 | Diploma in Clinical Psychiatry | School of Clinical Psychiatry | 2 years | 30 |
| 9 | Diploma in Ophthalmology | Ophthalmic Clinical Officers Training School | 1 year | 12 |
| 10 | Diploma in Otolaryngology | Mulago Paramedical School | 2 years | 10 |

- b) In addition to the Health Training Institutions, religious based institutions were affiliated to Makerere University. Senate and Council during the year under review approved the affiliation of St. Paul National Seminary, Kinyamasika. This institution runs along the lines of Gaba National Seminary and admits students from Katigondo and Alokulum National Seminaries both of which are already affiliated to Makerere University. The effective date of affiliation will be Academic year 2007/08 when the requisite infrastructure is expected to have been put in place. Courses to be offered will include:
- i) Postgraduate Diploma in Theology and Pastoral Studies;
 - ii) Master of Arts in Religious and Theological Studies; and
 - iii) Master of Arts in Social and Management Skills.

2.1.3 Student Enrolment 2006/07

The University being an academic institution has its major activities centred on students. Enrolment in 2006/07 was 34,376. The graduate students accounted for 7% of the enrolment base compared to 6% in 2005/06.

Table 2: Student enrolment 2006/07

| Unit | Day | Evening | External | Post graduate | Total |
|-------------------------|---------------|---------------|--------------|---------------|---------------|
| 0 | | | | | |
| Faculty of Agric | 994 | 88 | - | 50 | 1,132 |
| Faculty of Arts | 2,086 | 2,325 | - | 254 | 4,665 |
| EASLIS | 215 | 331 | - | 19 | 565 |
| Faculty of CIT | 1,778 | 1,568 | - | 425 | 3,771 |
| Fac. of Econ & Mngmt | 1,404 | 761 | - | 467 | 2,632 |
| Faculty of Forestry | 298 | - | - | - | 298 |
| IACE | 171 | 639 | 3,880 | - | 4,690 |
| Statistics | 1,141 | 532 | - | 69 | 1,742 |
| Environment | 205 | 12 | - | 63 | 280 |
| Psychology | 591 | 517 | - | 56 | 1,164 |
| IPH | 147 | - | - | 197 | 344 |
| Faculty of Law | 583 | 796 | - | 49 | 1,428 |
| MTSIFA | 440 | - | - | 6 | 446 |
| Faculty of Medicine | 828 | - | - | 94 | 922 |
| Faculty of Education | 1,737 | 1,808 | - | 277 | 3,822 |
| Faculty of Science | 913 | 31 | - | 31 | 975 |
| Faculty Social Science | 1,370 | 1,774 | - | 362 | 3,506 |
| Faculty of Technology | 963 | 506 | - | 27 | 1,496 |
| Faculty of Vet Medicine | 253 | 221 | - | 24 | 498 |
| Total | 16,117 | 11,909 | 3,880 | 2,470 | 34,376 |

Source Academic Registrars Dept. ARIS

2.1.4 Graduate Output

To ease the congestion and facilitate the graduation process the University adopted the dual graduation per academic year. During the calendar year 2006, 9,667 students graduated from Makerere in the various programmes at both undergraduate and postgraduate levels. Of these 44% were female. See table 3.

Table 3: Summary of Students Output by Programme during 2005/06 Academic Year, October 06 and February 2007

| Date | Undergraduate | | | | Postgraduate | | | | | | Total | |
|-----------------------|---------------|------------|-------------|-------------|--------------|-----------|----------------|------------|------------|----------|-------------|-------------|
| | Diploma | | Degree | | Diploma | | Masters Degree | | Ph.D. | | M | F |
| | M | F | M | F | M | F | M | F | M | F | | |
| October 06 | 191 | 175 | 2973 | 2120 | 38 | 12 | 244 | 142 | 7 | 5 | 3453 | 2454 |
| Feb-07 | 26 | 23 | 1607 | 1656 | 141 | 38 | 162 | 101 | 4 | 2 | 1940 | 1820 |
| Total | 217 | 198 | 4580 | 3776 | 179 | 50 | 406 | 243 | 11 | 7 | 5393 | 4274 |
| Total M& F | 415 | | 8356 | | 229 | | 649 | | 18 | | 9667 | |
| % Female | 48% | | 45% | | 22% | | 37% | | 39% | | 44% | |

Source: Academic Registrar's Department

2.1.5 Staff Numbers

The staffing position is at 85% up from 77% during the 2005/06 academic year. However, this structure is still bottom heavy with the Assistant Lecturer and Teaching assistants positions at 105% and 139% respectively compared to professors being filled at 32% and the Associate professors 52%.

Table 4 Staff Number 2006²

| | SCALE | Academic | | | Administrative Staff |
|-----------------------------|-------|--------------|--------------|----------|----------------------|
| | | Established | In post | % Filled | |
| Vice Chancellor | M1 | | | | 1 |
| Deputy Vice Chancellor | M1-1A | | | | 2 |
| Professor Equiv | M3 | 111 | 35 | 32% | 10 |
| Associate Prof Equiv | M4 | 140 | 73 | 52% | 13 |
| Senior Lecturer Equiv | M5 | 253 | 185 | 73% | 46 |
| Lecturer Equiv | M6 | 444 | 364 | 82% | 98 |
| Asst. Lecturer Equiv | M7-1 | 308 | 322 | 105% | 56 |
| Teaching Asst. Equiv | M7-2 | 152 | 211 | 139% | |
| Graduate fellow | M8 | | | | |
| Principal Technician Equiv. | M10 | | | | 31 |
| Senior. Technician Equiv | M11 | | | | 66 |
| Tech I Equiv | M12 | | | | 81 |
| Nursing officer Equiv | M13 | | | | 137 |
| Tech II Equiv | M14 | | | | 137 |
| Lab. Assistant Equiv | M15 | | | | 388 |
| Group employees | K10 | | | | 1665 |
| Total | | 1,408 | 1,190 | 85% | 2,730 |

Source Human Resource Dept. HURIS

² As at 14th February 2007

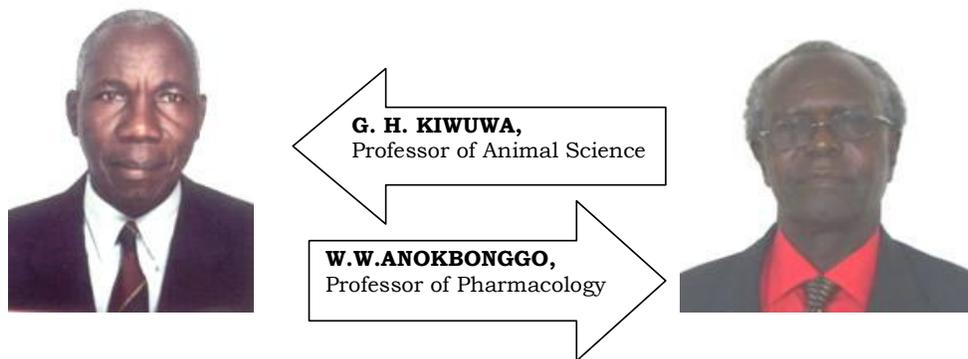
2.1.6 Staff Development

From Internally Generated Funds under the Staff Development Fund and with support from institutional and collaborative programmes namely, Sida SAREC, Norwegian Government, i@mak.com, Carnegie Corporation New York, DAAD and other external arrangements University staff are pursuing advanced degree training. Seventy five (75) staff from various Faculties completed advanced degree programmes at PhD and Masters Levels.

2.1.7 Staff Retention

Three professors were awarded the rank of **PROFESSOR EMERITUS**. these are:

1. **PROF. P. RUBAIHAYO**, Professor of Crop Science.



These professors have continued to teach and do research, publish and to attract funding for research projects since their retirement.

As part of staff retention strategy, a new policy for the waiver of PhD requirement for clinical and MTSIFA lecturers

The Council agreed that the current University Policy and Practice of the requirement of qualification of PhD for Lecturer position should continue to be applied for appointment and promotion for all positions and disciplines except for.

- a) Scholars in Clinical disciplines are exempted from the requirement of a PhD qualification because a Master's Degree in Clinical disciplines was still worldwide accepted as a terminal degree. Basic science scholars who are found in the Faculty of Medicine and the Institute of Public Health are not exempt from this PhD requirement.
- b) That MTSIFA Academic Staff in the practice-based disciplines of Visual/Fine Art who were at Senior Lecturer level by 1st October 2000 when the Mujaju Report started to be implemented and who possess proven experience in research, publications/exhibitions and teaching be promoted without the requirement of a

Ph.D. That the rest of the staff in Visual/Fine Art disciplines should not be exempted.

In the same vein, as part of staff retention strategy, Council revised the retirement policy. Professors and Associate Professors could be retained in service up to the ages of 70 and 65 on contract respectively. Professors provide academic leadership and contribute to research and publications.

2.1.8 Quality Assurance

To further strengthen the quality assurance in the University the quality assurance framework was modified to include the following elements:

- a) The University Quality Assurance Committee shall be at the same level with the Senate and other University Council Committees;
- b) That there should be a Quality Assurance Committee for Research units. These committees shall have the same status like the Faculty Quality Assurance Committee; and
- c) That there shall be an Administrative Quality Assurance Team whose status will be at the same level with Faculty Quality Assurance Committee.

2.2 Research

University staff have during the year under review been involved in a multitude of research undertaking. Research support in Makerere is facilitated by development partners namely; Sida SAREC under the Swedish Government, the Norwegian Government, @mak.com supported by Rockefeller Foundation and the World Bank, the Carnegie Corporation of New York, plus several health and infectious disease focused researches based at the Faculty of Medicine Mulago. Some of the ongoing and completed research include:-

1. Research projects in the areas of HIV/AIDS, STIs, Poverty Alleviation, Land Use Management, Malaria, Food Security, Good Governance and Conflict Conciliation in the Faculties of Medicine and Social Sciences and the Institute of Public health. Some of these research initiatives include the Walter reed army project, the Rakai health sciences programme and the behavioural surveillance programme
2. The Department of Sociology continues to play a significant role in research on emergent diseases and on food security and livelihood issues. A number of members of staff have published papers in this regard.
3. The Department of Women and Gender Studies was involved in several locally and internationally funded research projects in the areas of: ICT, Public Policy, Gender Relations, Reproductive Health, Refugees, Decentralisation and child labour funded by IDRC, Sida/SAREC, OSSREA, @Mak.com. The Department also recently won a NUFU research and training grant.
4. Environmental Biotechnology spearheaded by Dr. Joseph Kyambadde in the Faculty of Science. This work is focusing on developing and evaluating the anaerobic and aerobic sequence batch reactor (SBR) systems for the treatment of abattoir effluent. This involves screening for microorganisms capable of producing proteins, lipids and carbohydrate-degrading enzymes and their use in the enhancement of treatment performance of the SBR systems by augmenting the systems with the isolated microorganisms.
5. Nutrition studies involving the evaluation of Nutrition Interventions, and rehabilitation at Mwanamugimu in Mulago Hospital, Assessment of vitamin A deficiency (VAD).
6. Microbial bio-products and bio-prospecting focused on the development of industrially important enzymes.
7. The Department of Political Science and Public Administration attracted funding for a three-year project on Democratization in Uganda from the Royal Norwegian Ministry of Foreign Affairs, and is also working with the Christian Michaelson Institute.
8. Under the auspices of the German Science Council staff in the Faculty of science are involved in joint research with researchers from both the University of Frankfurt and Mainz University, Germany. The six year project entitled "Rift dynamics, uplift and climate change in Equatorial Africa: Interdisciplinary research linking asthenosphere, lithosphere, biosphere and atmosphere" commenced in July, 2006 and is codenamed RIFTLINK. This is a multidisciplinary research intending to probe the underlying causes of the rift valley flank uplift that resulted in extreme uplift of the Rwenzori Mountains and

its impact on climate change in Equatorial Africa in late Miocene plus the possible consequences for the evolution of hominids.

While several of these research findings have been published in national and international journals the challenge has been dissemination beyond academic publications, utilisation of research findings and the applicability of these findings to the local community. During the year, Sixteen (16) books from research undertaken by University staff supported by the I@mak.com were published. These publications reflect pertinent Ugandan issues based on the national environment. The first four were launched by the Prime Minister during the national book week festival. The University also launched the *Makerere University Research Journal* on 14 July 2006.

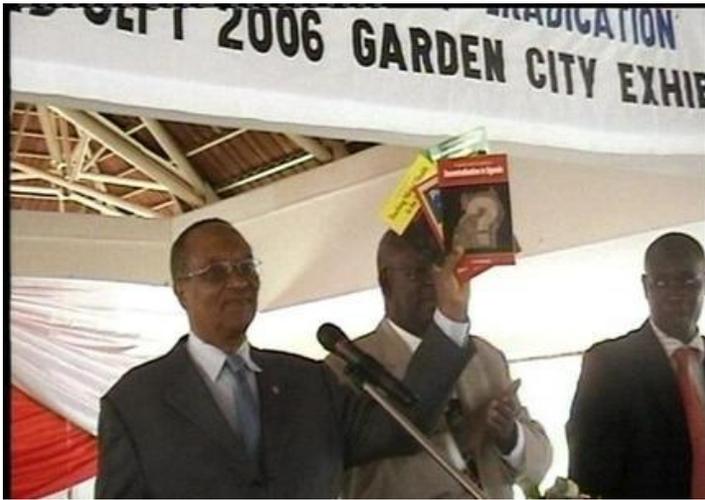


Minister of state for Higher education Hon. G. Opio Launches the Makerere University Research Journal

As part of the publication drive, several members of staff in the Faculty of Law published their works during the year under review. For example: Emmanuel Kasimbazi – “Monograph of Environmental Law in Uganda,” *International Encyclopaedia of Laws*; The Hague: Kluwer Law International 2006 and “Monograph of Energy Law in Uganda,” *International Encyclopaedia of Laws*; The Hague: Kluwer Law International, 2006; Ronald Naluwairo – “From Concept to Action: The Protection and Promotion of Farmers’ Rights in East Africa,” *ACODE Policy Research Series* No. 15, 2006; “Promoting Food Security and Sustainable Agriculture Through Facilitated Access to Plant Genetic Resources for Food and Agriculture,” *ACODE Policy Research Series* No. 18, 2006; “The Trials and Tribulations of Retired Col. Dr. Kizza Besigye and 22 Others: A Critical Evaluation of the Role of the General Court Martial in the Administration of Justice in Uganda,” *HURIPPEC Working Paper*, October 2006; Sylvia Tamale – “African Feminism: How Should We Change?” *Development* Vol. 49 No. 1 (2006).

Students have been assisted to publish their research work in international journals; Makerere University registered a journal, ‘*International Journal of Computing and ICT Research*, ISSN 1818-1139’. This journal, which is both online and in print version, attracts high quality papers from many researchers and managers in the field of Computing and ICT from all over the world. More information on IJCIR can be found at: <http://ijcir.org>

In the realm of improved information dissemination and publication, the Makerere Institute of Social Research had several publications including, a book on decentralized governance, adolescent preparedness to deal with the challenges of growing up, prevalence, effect and implications of mortgaging, and caveats in Uganda: Towards effective delivery of land services in Uganda.



Prime minister launches publications by Makerere University Staff during the National Book Week

The East African School of Library and Information Science launched its newsletter, a bi-annual publication that reflects the library and information training voice in July 2006.

2.3 Outreach

Outreach activities in the University have taken the form of workshops and seminars, community development and application of research findings for the common good of the community, knowledge transfer and dissemination through short courses. Several University staff continue to enhance collaborative arrangement with international and national universities through service as external examiners and team members on outreach and consultancy teams. Workshops and seminars have been used as an outreach mechanism. Among the institution wide outreach programme was the Capacity Building Programme for Decentralisation under the Innovations at Makerere Committee (I@mak.com) funded by the World Bank and the Rockefeller Foundation. Stakeholders positively appraised the programme in a meeting organised to evaluate the programme. Notable among the achievements was the ability by the higher education institutions to break the barriers not only with each other but also with the communities and the local governments in particular. Some of the highlighted outreach activities within the University in general and under this programme include the following:-

2.3.1 Community Outreach by units

The following achievements were registered in the year under review.

- a) Formulation of Community-Based Wetland Management Plans in Wakiso District under the Wetlands Inspection Division.
- b) Members of staff have been involved in the development of government policies including: the Health related Policies, Land Policy, the revised Poverty Eradication Action Plan (PEAP) and the National Gender Policy.
- c) The Department of Women and Gender Studies set up various tele-centres in Iganga, Kanungu and Mbale district that help in training people in networking.
- d) Members of staff have interacted with the Parliament, the Nile Basin Initiative, served as External Examiners in different Universities and Institutions, are on Academic Boards, charity organizations and carry out consultancies.
- e) Since 2004 members of the Faculty of Social Science deliver guest lectures each year to the UPDF Senior Command and Staff College at Kimaka, Jinja.
- f) The Faculty of Social Science with the help of NORAD funds has been able to host members on radio talk shows on different topics concerning Good Governance.
- g) The Department of Sociology is the coordination centre for the voluntary student internships in the Faculty of Social Sciences in several districts with funds from I@mak.com.
- h) The Department of Sociology continues to coordinate the community policing initiative and several members are as well, members of community, NGOs and School Management Committees.
- i) Development of the National integrated monitoring and Evaluation System (NIMES) for both the Uganda and Rwanda governments.
- j) The development of the new National Strategic Plan for HIV/AIDS for Uganda.



Community outreach, the Vice Chancellor launching Obayia Model Village Arua

- k) The herbarium in the department of botany received funding from the McArthur Foundation to digitize specimens. This is further to the Plant resources of Africa (PROTA) Project which is documenting the plant resources of tropical Africa in form of database and books. These have enhanced research capacity for staff and students not only in the faculty of science but in the Institute of Environment as well.

In an effort to ensure continuing education in Library and Information Science and to increase private sector partnership, the East African School of Library and Information science launched and conducted the in-service training courses for performance improvement in areas of information and records management. Together with the University of Sheffield, with the support from ACU, the School is developing a short course in HIV/AIDS Information Vaccine that will be launched soon.

2.3.2 Outreach through Workshops, seminars and conferences.

- a) The Faculty of Law organized several workshops targeting: governance, human rights, gender and legal issues, Preliminary Methodological Workshop, the Implications of the Supreme Court ruling in the Presidential election petition No. 1/2006 on the future of the democracy, good governance and the rule of law in Uganda, Decentralized Governance and Human Rights Promoting Access to Justice at the Local level.
- b) During the period 6th –9th August 2006, Makerere University hosted the Second Annual International Conference on Sustainable ICT Capacity in Developing Countries - with a theme, ‘Strengthening Research Networks in Developing Countries’. This followed the First Annual International Conference on Sustainable ICT Capacity in Developing Countries - which took place in August 2005. The main objective of this conference was to provide an international forum for researchers and practitioners to present and discuss state-of the-art research and practices in the disciplines of Computing and ICT. This conference brought together the world’s most respected authorities in those disciplines and provided an international forum for researchers and practitioners to present and discuss the relevant research and practices in that regard.
- c) Academic staff in MTSIFA continued with their annual staff exhibition popularly known as “Different But One” The Community Oriented Practical Training and Design Programme COPTAD was successfully completed. This initiative, funded by

the I@Mak.com, was aimed at enhancing practical skills of MTSIFA graduates for sustainable development in art and design practice. Emphasis was given to industrial training practices within the BIFA programme. MTSIFA also concluded the AICAD research entitled “An Improved Model of Indigenous Technology for Ceramics Wave Cottage Cluster” This project aimed at provision of guidance and demonstration on ceramic designs and processes to increase marketability. 30 potters were trained in material development and a demonstration model studio was set up in the ceramics section.

- d) To contribute to the building and strengthening of vibrant, learning library and information environment, EASLIS organized seminar series and held its 1st Forum on 27th September 1006. Together with Uganda Library and Information Association (ULIA), EASLIS has actively participated in directing the profession in Uganda and is currently developing the professional code of ethics that will go a long way to ensure quality service delivery in library and information services.
- e) The first international conference on advances in engineering and technology was held in July 2006 and was hosted by the Faculty of Technology
- f) The Institute of psychology hosted the International Brain Research Organisation training workshop. This conference brought together students from the East African region. This workshop was facilitated by several neuroscientists from Europe, America and East Africa.
- g) The three year Lake Victoria Research (VicRes) initiative project involving Scientists from Makerere University, University of Dar Es Salaam, Kenyatta University and Jomo Kenyatta University of Agriculture and Technology *“Impact of Mining and Other Human Activities on Heacy Metal Loading and their Physico-Chemical Effects on Wetlands of Lake Victoria Basin* is still ongoing. This initiative is supported by Sida/SAREC.

Through the Centre for Continuing Agricultural Education (CAEC) in Kabanyolo



Faculty of Agriculture has been able to network with different communities and organisations to enhance floriculture; CAEC has contributed to private sector development through hands on training for the improvement of the distinctive competence of flower farms.

2.3.3 Promoting Technology Transfer through University Based Private Sector Chairs

To advance networking and contribution of stakeholders in Makerere University's technology transfer and academic programmes, two types of chairs have been designated as follows:-

a) Private Sector facilitated Chairs

The Private Sector Chair will be named after the Enterprise(s) sponsoring it for the duration of the chair. This chair serves as a prime means of **capacity-building through the transfer of knowledge and sharing.**

b) Centre of Excellence Chairs

The Centre of Excellence Chairs will be established by the University based on the discipline (field, topical issue) that deserves attention and named according to the subject focus or after an outstanding academic or any other person who do not have to necessarily fund it e.g. the Post-harvest Chair in the Department of Food Science and Technology.

Through the Private Sector Forum, the East African School of Library and Information science has actively embraced and is currently working together with the Honorary Research Fellow, Mr. Gordon Wavamuno to promote the services of the School.

2.3.4 Recognition of University staff in research and outreach programmes

University staff have won awards in recognition of their research and outreach activities as follows:-

- a) The Faculty of Computing and IT was awarded, for consistently maintaining highest student enrolment on CCNA in Africa, the **Regional Excellency Award, East Africa, 2007**. The Faculty also won the **Highest Female Enrolment Award** on the Postgraduate Diploma in ICT Policy and Regulation worth US\$ 10,000 from NetTel@Africa (<http://www.nettelafrika.org/>)³
- b) Dr. Manson Tweheyo of the Faculty of Forestry received the Annual Excellence Award from the International Primatological Society for his contribution in research in the field of primatology.
- c) A paper by the Faculty of Forestry and Nature Conservation "Understanding the Long Term Stability of West Mengo Forest Reserves" was the international winner of the Ralf Yorque memorial competition.
- d) Dr David Serwada was made an honorary member of the Johns Hopkins society of scholars for his commitment to HIV/AIDS prevention through the Rakai Health Sciences programme.

³ NetTel@Africa is a global network of government officials, regulators, academics, researchers, service providers, consumers, and civil society. Ultimately, the goal of NetTel@Africa is the use of ICT by all citizens in Africa.

- e) Three staff in the Faculty of Science, Dr. Joseph Kyambadde, Dr. Fred Kironde and Dr. Agnes Nandutu Masawi won certificates of recognition in the 2005/06 Presidential Science Awards Cycle.
- f) Under the Innovations at Makerere Committee the Faculty of Agriculture won the Vice Chancellors Academic Excellence award for the rust resistant soybean variety developed for framers in Eastern Uganda.



Rust Resistant Soybean that won the vice chancellors award for academic excellence

2.3.4.1 Students Awards

The Mary Holloway Biochemistry Award has been set up, courtesy of Dr. Agaba. This award shall go to the best student of Biochemistry from any of the three Faculties: Science, Veterinary and Human Medicine. A successful student shall use the Award to undertake training in a foreign laboratory for a period of three months. In order to boost students' love for Biochemistry, the department has proposed parallel Awards. Currently, a sponsor for such Award is being sought.

2.4 Infrastructure

Infrastructure development entailed renovation and improvement of existing facilities. The University is also moving towards increasing the stock of lecture and library space. Three new structures funded from internally generated funds and donor support were at different stages of development.

2.4.1 *New Developments*

- a) The proposed extension of the Faculty of Computing commenced in February 2006. This will increase space with 6-large computer labs with sitting capacity of 400, 2 small computer labs with a capacity of 80people each, 6-lecture halls, 2 seminar rooms, staff offices and a cafeteria
- b) Construction of the Faculty of Technology extension funded by the Norwegian government also commenced in the year under review.
- c) The extension to the Main University Library phase 1 was completed during the period under review. This increased library space by 4000 sqm thereby bringing the total available library space to 12,000sqm. Furnishing of this will be from the institutional development grant by the Norwegian government.

2.4.2 *Re modelling to increase access and functionality*

Some of the development in this area are as follows:-

- a) Renovation and conversion of residential premises to offices, the library and post graduate computer lab for MTSIFA.
- b) Refurbishment of and networking of the new FEMA building, purchase of two brand new vehicles by FEMA,

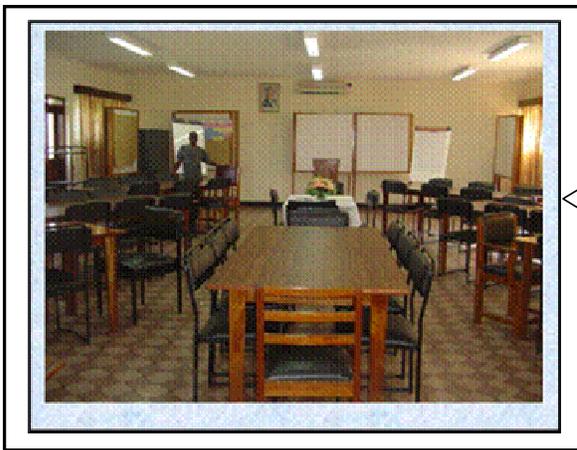
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Extension to the Main Library was concluded in 2006: Fac. of Computing and Information Technology embarked on a 6000sqm extension

- c) The main lecture faculty of law theatre building received the much needed paint face-lift.
- d) The Faculty of Social Sciences has managed to furnish its Board room for small meetings.
- e) Through the Agricultural Research and Training Programme (ARTP) of The National Agricultural Research Organisation (NARO), the following CAEC structures were completed at MUARIK:
 - i. Administrative offices (6 offices) including one for the Coordinator of CAEC, another for the Deputy Coordinator, one for the accountant, one for the Communications/outreach officer, one for the cashier and office space for the administrative secretaries.
 - ii. Computer laboratory with a capacity of 30 computers plus their accessories and a 24 h internet connectivity
 - iii. An air conditioned conference hall with a capacity of up to 100 people equipped with the state of-the-art communication and audio visual aid tools.
 - iv. Residential units including: one block with 10 double self-contained rooms and another block of 16 single rooms with shared bathrooms and toilets. In total, 26 rooms are available for accommodating trainees on a full board basis. The storied block can accommodate up to 21 single room occupants but up to 42 if considered as double occupancy.
 - v. Dinning hall with cafeteria system with a sitting capacity of 80 people.
 - vi. Laundry and store rooms

The centre is fully furnished and functional and is expected to enhance agricultural research extension and to further link Makerere University to the communities



Continuing Agricultural Education
Centre Facilities at Kabanyolo

2.5 Information and Communication Technology

Several faculties such as Social Sciences, Education, Veterinary Medicine, Science and Arts installed, and furnished their local area networks and/or computer laboratories. The University also operationalised the wireless network to create hot spots that enable students and staff with laptops to access e-resources. Following the ICT master plan progress registered during 2006/2007 included:-

a) Rolling out E-learning from the pilot faculties

Implementation of the e-learning infrastructure in the pilot faculties (Science, Technology, Computer Science, Medicine, and Women and Gender Department) was completed. This was funded by the Carnegie Corporation of USA.

Through funding from NORAD, a number of Computer labs targeted for E-learning were implemented in the faculties of Education, Agriculture and Veterinary Medicine. Implementation for faculties of Forestry and Science are in advanced stages.

Various staff in the pilot faculties and Veterinary Medicine have been trained on the KEWL NextGEN E-learning platform and have created online courses. Other faculties where similar interventions are planned include Law, Education and Science.

The challenge of staffing alluded to in the previous section still exists and is a major challenge to the implementation of e-learning

b) Improving Bandwidth

The planned two-year government support to bandwidth of USD 20,000 per month lasted six months (ended May 2005) as the project to which it was pegged (outsourcing of Boeing designs by the Faculty of Technology) was not realized. The University however implemented its plans of procuring a VSAT (through funding from the Rockefeller foundation) and was able to access subsidized bandwidth through the Partnership for Higher Education in Africa. This realized a doubling in the total bandwidth at a much lower per unit rate to the University. The latter half of the year was however affected (reduction by one-third) when one service provider was requested to reduce the amount of bandwidth due to the accruing payment arrears, which stood at approx. USD 350,000 at the time.

c) Expanding the campus backbone to all buildings not covered in Phase 1, including Halls of Residence

The fibre optics backbone was extended to three academic Units: Orthopaedics, Institute of Psychology, Herbarium (Department of Zoology) and two administrative offices (AICAD and Peace & Conflict Studies programme offices).

Five halls of residence (University Hall, Livingstone, Africa, Lumumba, Mary Stuart, Mitchell) were also connected. The wireless network planned to provide coverage to all rooms in halls of residence was deployed in Dag Hammarskjold postgraduate hall. Sustainable solutions are being identified for the bigger undergraduate halls.

Local Area Networks (LANs) have been implemented in Five Faculty buildings under the first phase, providing network access to both staff and students. These include Arts, Science, ISAE, Veterinary Medicine, and Medical School.

2.6 Organization and Management

Institutional development and management is under the organisation and management pillar. During the year under review, the University was able to undertake the following activities:-

2.6.1 Stakeholder Consultative meeting

As a service provider, Makerere University has periodically to make reports to the various stakeholders. These stakeholders range from the Government of Uganda and its agencies as the major source of funds for University operations, the private sector, donor agencies and the public at large. These reports have taken major forms ranging from final accounts to the auditor general to annual reports in line with the provisions of the Universities and Other Tertiary Institutions Act 2001; and monitoring and evaluation reports for the implementation of projects within the University. While the major medium for donor funded programmes has been annual reviews and visitation missions, the University felt that it was important for all University stakeholders to get a holistic overview of its activities.



The first attempt was the Makerere University Donors Conference held in 1987. In the recent past, Makerere University has held consultative meetings with various development partners and other stakeholders on bilateral levels. The Institutional Development Plan (IDP) during the 2000/01 – 2006/07 Strategic Plan was designed to consolidate the transformations and would be used as an accountability mechanism between Makerere University and her stakeholders both at national and institutional levels especially since Makerere University was regarded as the largest and most successful public-private institutional partnership in Uganda.

A stakeholders meeting was held in January 2004 with the theme *“Taking stock of the past and reaching out.”* This meeting created a forum for feedback from the various

stakeholders about the activities of the University. It highlighted the activities of the different players in the University set up, key of which was that the different players were able to get a holistic picture of University activities and were able to identify what each player contributes to the University sustenance and development process.

The April 2006 stakeholders' meeting was the second such meeting. The meeting whose overall theme was: *"Partnership in National Development: Building the Future Together"* also aimed at providing a forum for discussion and harmonization between the major contributors to the University development process. The April, 2006, one-day stakeholders meeting brought together representatives from government, external and internal development partners, the private sector, coordinators of the various Makerere University programmes, the Central Administration, Deans and Directors, and students.



The specific objectives were:

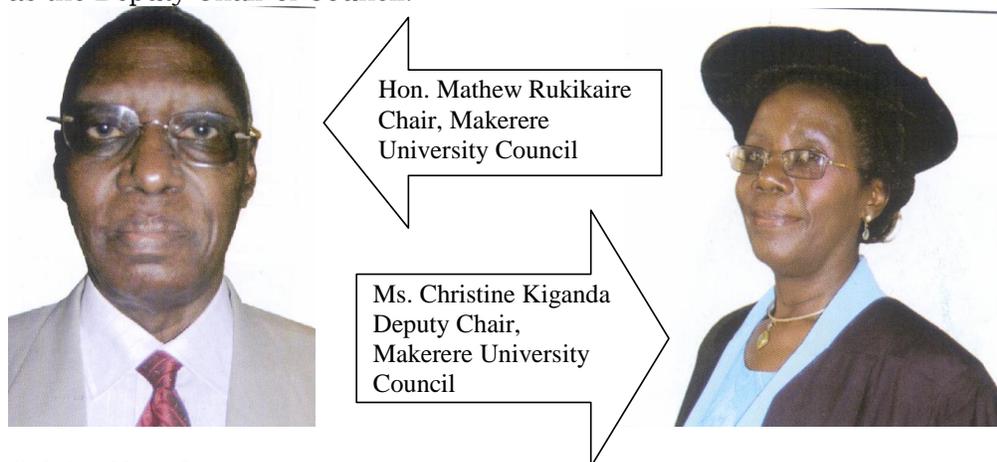
- (a) To take stock of developments that had taken place at Makerere University since 2004;
- (b) To provide a basis for critical review of progress made towards implementation of the University's strategic plan 2000/01-2006/07;
- (c) To review Makerere University's main accomplishments, achievements, challenges, previous strategies and prospects; and
- (d) To contextualize the work and challenges of Makerere within the framework of the University's vision and mission.

Against this background, the presentation at the Meeting focused on:

- i). The overall strategies adopted to consolidate Makerere University's positive achievements and eliminate the inhibitive factors;
- ii). Programmes that had received external development support;
- iii). Enhancing the University's strategic advantages in Teaching, Research, and Outreach;
- iv). Implementing a streamlined and harmonized system of reporting;
- v). The creation of information database and records to improve access and timely report submission;
- vi). The implications of the processes of privatisation that Makerere had undertaken within a Public framework; and
- vii). Examining proposals for Makerere University 2007-2017 Strategic Plan.

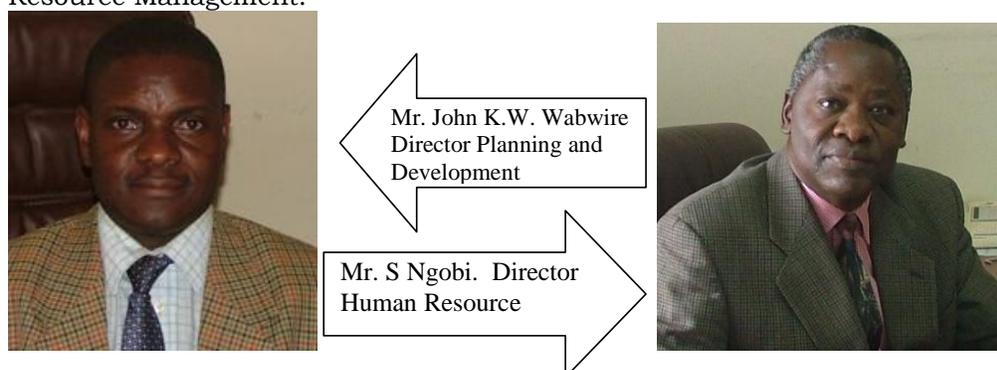
2.6.2 Conclusion of the University Council Term of Office:

The first council elected under the Universities and Other Tertiary Institutions Act 2001 concluded its 4 year term in December 2006. A new Council was duly constituted and took office in January 2007. Hon Mathew Rukikaire replaced Honourable Gabriel Opio who had taken up the portfolio of Minister of State for Higher Education. Ms. Christine Kiganda maintained her portfolio as the Deputy Chair of Council.



2.6.3 New Appointments

The University management structure had two additions during the year under review. Mr. J. W. Wabwire was appointed Director Planning and Development Department and Mr. S. Ngobi was appointed Director, Human Resource Management.



2.6.4 Collaborative Linkages

In order to realise the teaching, research and outreach mandates Makerere University has established several collaborative linkage at the national and international levels. These linkages at the international level expose University staff and students to best practices and also create avenues for advancement in the mandates. At the national level they enhance the relevance of the institution by making her respond to national development needs. In the period under review, notable collaborative linkages were established by the Margaret Trowel School of Industrial and Fine Art as follows:-

- a) MTSIFA benefited as a regional partner with the Faculty of Art, Design and Architecture under the Pluman Paper Johannesburg, through the UNESCO-NORAD capacity building for cultural enterprise in developing countries programmer of Arts development
- b) Collaborative linkages between the department of sculpture MTSIFA and the metal casting foundry in Stroud England. This collaborative work is studio based and aimed at uplifting the standards of metal casting in Uganda. The project comes with foundry equipment and materials
- c) To develop rural craft practice and improve HIV/AIDS awareness, MTSIFA is involved in a higher education link under the England-Africa partnership with the University of Northumbria, UK Durban and University of Technology South Africa. The programme also builds capacity for cultural industry enterprises and promotes an integrated and symbiotic approach to health education and economic advancement.
- d) The Institute of Public Health continues with collaborations with various national and international institutions in health related programmes , i) the Institute of Tropical Medicine Antwerp, this collaboration covers technical assistance and supervision for PhD candidates, faculty and student exchange visits and joint research on priority health issues. ii) ministry of health for malaria surveillance and the Karolinska Institute in Sweden
- e) The Faculty of Forestry signed a memorandum of understanding with the Tropical biology association to conduct training in scientific writing, budgeting and publication for staff involved in biodiversity and natural resource management fields.
- f) Continued collaboration on research and teaching with five other national universities namely, Mbarara University of science and technology, Nkumba University, Uganda Marty's University Nkozi, Uganda Christian University Mukono and the Islamic University in Uganda under the capacity building programme for decentralisation.

2.7 Student Support

University student activities include workshops, seminars, conferences and exhibitions organized and managed by the various student bodies. In the period under review student leadership, at the University, faculty and halls of residence levels were involved in several such activities. These included, a University fare/ exhibition, students in the Institute of psychology were facilitated to make outreach trips to internally displaced peoples camps and an academic trip to Butabika hospital.

Other activities undertaken to facilitate student life at the University were Renovation of guild offices and purchase of computers for the offices. Some halls of residence and wardens residences were renovated using internally generated funds. Targeted areas was the repair of plumbing systems, water supplies, lighting systems.



Makerere University Students guild hosted the inter- public universities guild executive during the year under review. The conference was used as a forum by students from public universities to discuss education policies from government and institutions that affect Higher Education. The conference was funded by l@mak.com and the Norwegian government support. The conference sought to identify mechanisms for addressing student grievances and averting strikes that have had ramifications on higher education in Uganda.

Developments in the University Hospital

Several infrastructural improvements were carried out in the various units of the University Hospital. This greatly increased the operational efficiency of the hospital and also its capacity to generate income. The hospital introduced an efficient and relevant Sexual and Reproductive Health training and awareness programme and a Minor theatre for minor surgery. The infrastructural improvements included among others:-

- a) Maintenance of gardens and improving some of the hospital grounds;
- b) Maintaining the lighting system;
- c) Extending the telephone line to other units that is intercom; and
- d) Purchase of the hospital television set and DVD player, to enable the hospital undertake Health education as well as continuing professional development.

2.8 Financial Resources

University operations are supported by Government of Uganda and Appropriation in Aid which cover to the Recurrent and day to day activities of the University. The development Budget is predominantly funded by donors. Makerere University received UShs 35.1bn from government of Uganda, Appropriation in Aid (AIA) was 53bn and donor funds amounted to UShs 17.5bn.

The year marked the conclusion of joint funding support from the World Bank and the Rockefeller Foundation to the capacity building programme for decentralisation. The Rockefeller Foundation approved a \$1.9m grant to take forward lessons learnt from the implementation of the programme which had embraced local governments and other universities.

3 KEY CHALLENGES CONSTRAINTS IN THE IMPLEMENTATION OF ACTIVITIES

1. Staff Recruitment and Retention

The University over the past three years has witnessed a decline in the government subvention, from UShs 35.4 in 2004/05 to 34.8 in budget ceiling in 2007/08. This is despite the presidential pledge to enhance the Professor to a gross salary of UShs 2.8 million from 2.2 million and the prevailing economic conditions. Salary enhancement created disharmony for institutional management and the rates are unsustainable within the current budgetary provisions.

For its recurrent needs the government funds are heavily complemented by Non Tax Revenue. Funds raised from tuition and other related fees, are still inadequate to operate and maintain the University facilities including ICT, science equipment, consumables and practical training such as internships and industrial training. The unit cost based funding proposed by the University to cater for these requirements has been the subject of intense debate among the University, the Ministry of Education and Sports and Parliament. The debate is still continuing.

The salaries offered by the private sector in Uganda to ICT professionals are making it hard for the Faculty of Computing and Information Technology to keep its staff as fulltime staff. For example B.Sc., M.Sc. and Ph.D. holders in any ICT discipline on average earn 3.0 Million, 6 million and 9 million respectively within Uganda

2. ICT- high cost of bandwidth for the access of e- resources, internet and email

Although some progress has been made under the area of ICT which is one of the critical priority areas in the Strategic Plan, the high cost of bandwidth is still a major challenge. This is in contrast with rates for other countries which are connected to the international optic fibre cable. Rates charged by the two service providers MTN and UTL are commercial and unsustainable. The University has often been denied the service due to non payment of dues. Development budget is donor driven with very limited support from government. It is notable that external supported programmes have a specified time limit.

3. Donor Dependence for the Development Budget.

Similar to ICT the University development budget for other activities such as equipment, research and infrastructure development are donor funded. This funding has a specific time limit and some activities will not be sustained when the donors pull out. In addition donor supported programmes require counterpart funding from GoU, specifically VAT and other taxes. It has been very difficult for University to access these funds.

4. Support and sustainability for internships/field attachments

In response to concerns raised about the practical orientation of students in the various programmes the University instituted a policy for the internships/field

attachments. This however has significant financial implications. Sustainability of this good initiative has proved to be a major challenge for the institution.

5. *Laboratories: equipping and management of laboratories for the science based disciplines*

Science based programmes are capital based requiring big investments in facilities, particularly laboratories are that enhance teaching and learning. Inadequate funding has meant that the laboratories require massive injection of capital to revitalise them.

4. WAY FORWARD

4.1 Formulation of the Makerere University Strategic Plan 2007/08- 2017/18

The Makerere University Strategic Plan 2000/01-2006/07 is scheduled to terminate in June 2007. The processes leading to the formulation of a successor strategic plan are actively underway. While the successor strategic plan could signal change in the University's strategic directions, the core functions of teaching, research and outreach remain unchanged. These core functions fit within the national framework for the provision of human resource required for national development. Makerere University following a strategic planning meeting came up with a new vision and mission to guide it through the 2007/08-2017/18 period.

The Vision:

To be a leading institution for academic excellence and innovation in Africa.

The Mission:

To provide *World Class* innovative teaching, learning, research and services responsive to National and Global needs.

The new plan is expected to provide the strategic direction for Makerere University in the medium term. The strategic framework that is guiding the formulation of the units' strategic plans has outlined guiding goals and objectives regarding the core mandate of the University and infrastructural support for the delivery of the University's core functions of imparting, generation, dissemination and utilisation of knowledge. To this end' six (6) goals have been outlined in the strategic framework to shape the University core functions for; teaching and learning; research and innovations and outreach and service delivery.

The newly formulated investment policy and the Quality Assurance framework are expected to play a predominant role to guide the University in resource mobilization and assuring the quality of programmes within the University and graduates produced.

4.2 Funding Position Fiscal Year 2007/08

Total budget estimates for the FY 2007/08 is 118bn recurrent and 13bn development. Expected revenue is US\$34.8billion from government and Shs.48.9bn from Appropriation in Aid. The University enters the 2007/08 with a budget deficit on US\$ 48.6billion on both the recurrent and development budgets.

The University estimate income from Appropriation in Aid (AIA) of UShs48.9 billion from tuition and functional fees and miscellaneous revenue for the FY 2007/08. An Average of UShs 25 billion 50% of this remains at the Faculties/Units where the students are registered of this 69% (17.6bn) is earmarked for part time staff who teach on the evening and distance education programmes. The balance of UShs 23 billion is expected to be used for all University recurrent and development activities not provided for within the government subvention.

4.2.1 Rehabilitation and Development of Physical Infrastructure

While development partners, particularly Norwegian support have contributed to the physical infrastructure of the University, the increased number of students require that more lecture rooms and other teaching facilities are constructed. Besides expanding other investment opportunities, the University is moving towards the pooling of capital development resources to facilitate the construction of joint facilities. The planned new constructions over the medium term include completion of the Faculty of Computing and Information Technology building, Faculty of Technology complex and, the School of Education and Library extension.

Furthermore, the University continues to highlight the presidential pledges of rehabilitation of the two Halls of residence (Lumumba and Mary Stuart) as well as construction of the perimeter wall fence for improving the security of the main University Campus. The construction of the perimeter fence has begun in phased approach from the percentage maintenance share of internally generated funds.

4.2.2 Research and Research Units in the University

As one of the core functions of the University, budgetary resources have to be directed towards research. Currently, research and research infrastructure are funded by donors and AIA. Research institutions such as MUARIK, Buyana, Farm Biological field station and MISR as non income generating units have been left to access only the salary component of the government subvention. Government should consider providing a research fund that will revive research institutions.

Within the medium term the University will continue with the established research priorities. These priorities which were considered relevant to national development include:- i] Research into education for development, ii] Food, nutrition and value addition, iii] Sustainable environmental development; iv] Good government, equity (including gender), v] Health (infectious and lifestyle related diseases); vi] Natural resources utilization and conservation and vii] Information Communication Technology for Development. These areas which will be revised as the University formulates a new 10 year University strategic plan:

4.2.3 Research and Intellectual Property rights

The draft policy on research and intellectual property rights has been finalised and recommended to Council for approval. The University believes this will go a long way in protecting intellectual rights as well as enhance the credibility of research undertaken within the University. This policy, especially the property rights aspect will interface with the national intellectual property rights policy.

4.2.4 Library Resources

The University continues with the development of library resources to facilitate its core mandates of teaching, learning and research. The University has witnessed substantial improvement in library resources in the recent past. These initiatives include: expansion of ICT facilities, access to more than 12,000 electronic journals, acquisition of journals and books and staff training at various levels. One of the developments in the library facilities has been the expansion of library space by up to 4000 square metres. Over the next period the University is set to increase audio visual equipment to increase access to information resources. Other initiatives are, purchase of local books and periodicals, contribution towards the second half of the Library building extension and the renovation and refurbishment of the old main library building. These facilities will facilitate the establishment of a model library whose furnishing is expected to be funded by the Carnegie Corporation of New York.

4.3 Proposed Devolution to Colleges

Besides the formation of the College of Health Sciences that is in advanced stages as outlined below, with the college formation statute in place, Faculties have been requested by Council to enter into merger arrangements for form Colleges.

4.3.1 College of Health Sciences

As part of implementation of the University Strategic direction relating to taking forward the development of critical mass of science and technology, the Faculty of Medicine is to be transformed into the College of Health Sciences operating as a constituent college of Makerere University. This has been approved by the University Senate and Council. The new College is to fulfil the Faculty mission 'Dedicated to improving the health of the people of Uganda and beyond and promoting equity by providing quality training, research and services. The new college was initially planned to start operation in the academic year 2003/04 but was now expected to take off in 2007/08 Session.

4.4 ICT Development and Sustainability

The University over the medium term has a direction towards improving its efficiency by developing ICT capacity in storage, retrieval and dissemination of information for management, teaching, research and learning. The strategy over the medium term is to continue with

1. Modernizing instruction and learning and creating increased opportunity for access to quality education through E-learning. An E-learning policy is the new addition to the revised ICT policy of the University;
2. Achieving the full potential of efficiency gains by ensuring that the University community has easy access to computer and internet resources that will have a ubiquitous presence on campus by the end of 2009;
3. Mitigating the risk of failure in a highly computerized environment, through back ups and a parallel manual information management system;
4. Human Resource Development for ICT staff;
5. Improving the Library ICT infrastructure.

Implementation of ICT investment programmes with an increased bandwidth is envisaged to cost a total of about Ugs\$2.5 billion per annum.

The ICT drive by the University has been principally donor-supported; it will however require substantial budgetary investment from both internal sources and Government to ensure sustainability. The biggest impediment to ICT advancement and access to e-resources has been purchase of adequate bandwidth from the two providers namely MTN and UTL. The University continues to face big challenges with intermittent supply due to disconnections arising out of unpaid arrears. Several options have come up including the following:-

- (a) Scaling down the Internet bandwidth from the planned 31Mbps to 15Mbps. While this clears the deficit, the capacity will not effectively support the projected usage levels (e.g. the FCIT Mega labs to be established by August 2007).
- (b) The University, working together with development partners and further negotiations with service providers should identify cheaper options.

[c] There is need to have the technology fee implemented for a sustainable and long-term solution.

4.5 Quality Assurance

The University continues to take forward its quality assurance drive. The establishment of a Quality Assurance Unit and the evolution of the Quality Assurance Framework are expected to steer the process of quality assurance by providing guidelines, structures, policies and implementation modalities. These guidelines are in line with the National Council for Higher Education guidelines.

4.6 Practical Orientation of students

The University has for the past three years been piloting the attachment of students from various disciplines to work places as part of training with support from the World Bank IDA and Rockefeller Foundation under the I@mak.com. Lessons from the pilot indicate that this is a valuable exercise which not only enhances the expected output of the human resource produced from the University but also relieves the constrained work environment with additional human resource when the students are attached to the central and local governments, NGOs, the private sector and other government agencies. For sustainability however, the University will need additional resources, for student transport, upkeep and supervision by both academic and field supervisors. Generic guidelines for the integration of internships/field attachments in the various University programmes have been developed and finalised.

4.7 Investment Policy and Resource Mobilisation

In view of the critical needs for educational inputs such as high calibre academic staff, scientific equipment and educational software, the University is looking towards income diversification. Key measures to increase resource inflows to cater for these inputs will be (i) Revising the fees to reflect the realistic unit cost of educating students; (ii) Mobilizing resources from foundations, the private sector, alumni and development agencies.

In accordance with the *Universities and Other Tertiary Institutions Act 2001 Part XI: Financial Provision for Public Universities*, the University has formulated an Investment Policy. The policy is intended to enhance University revenue so as to: modernize existing facilities and introduce new ones; fund research activities; and improve the general service provision. The policy is designed to maximize the rate of return on investments. The major goal of this Investment Policy is to enable Makerere University to attain financial sustainability.

The University has already recruited 3 people to staff the Investment Department. The University is now in the process of recruiting the Director for the Department

4.8 Marketing and Image Building

There has been limited visibility of the landmark achievements in the areas of research in HIV/AIDS, Food and Nutrition, Environment, Public- Private Partnerships and regional networks. Lack of an integrated marketing strategy has had diverse effects and has exposed the University to continuous negative press coverage. This has affected not only Makerere University but the Ugandan higher education sector as a whole.

The University is now set to capitalize on the achievements made to increase its visibility on the national and international scene. Major forms of development for marketing the University as an institution will be the increased thrust towards dissemination of research methodologies and findings.