Enhancing Partnerships for Teaching, Research and National Development
Foreword

This report is produced within the framework of the Universities and other Tertiary Institutions Act 2001. It highlights the accomplishments of Makerere University over the calendar year 2012. This was a jubilee year where Makerere University celebrated 90 years of existence. The achievements outlined in this report are mapped against the Makerere University Strategic Plan 2008/09-2018/19. The University strategy highlights three core functions of Teaching & Learning, Research & Innovations and Knowledge Transfer Partnerships. Articulated in the plan is the direction towards:

1. A research led University where research and teaching/learning are mutually reinforcing;
2. Moving from teacher centered instruction to learner centered problem based instruction providing experiential and flexible learning and;
3. Knowledge transfer partnerships and networking, because knowledge production and transfer between universities and the broad public and private sectors is supposed to be a two-way traffic that calls for cultivation and fostering of symbiotic relationships.

The 2012 Annual Report brings forward the different College academic and service activities. Key to the functioning of the University is the need to fit within the international context that is increasingly defining higher education within a global context. The report highlights initiatives that have been developed to address emerging development challenges. It thus demonstrates the individual academic and administrative units’ quest to fit within our mission to provide innovative teaching, learning, research and services responsive to national and global needs. We believe that this report will provide an insight into the activities of the University. It is our hope that it also provides the framework for our stakeholders to understand and evaluate our accomplishments in the core functions of the University as well as the support environment. The 2012 report showcases innovations in teaching and learning through ICT, developments in library services, physical facilities and internationalisation. But more especially, it demonstrates the value of enhanced national and international partnerships in academic service delivery.

Special appreciation goes to the different players that have enabled the University to maintain its edge as an institution to reckon with at national, regional and international levels. These include the Government of Uganda, through the MOFPED, the MOES and other ministries with which different units are engaged for financial, research and policy support; the Development partners; Civil Society that makes our social research relevant and; the international community that provides a benchmark against which we can evaluate our activities. Most importantly, we are grateful to the staff and students of Makerere University. These combined efforts have validated our stated vision to be the leading institution of academic excellence and Innovation in Africa.

While the report showcases advances in teaching & learning and research & innovations as ethos that define Makerere University as an academic institution, inadequate financing remains a fundamental challenge to the operations of the University. Its impact on staff attraction and retention cannot be over emphasised. Likewise, the effect it has had on the physical plant over a prolonged period is evident to all concerned stakeholders. It is my prayer that we work together to ensure that we improve financing to the institution and maintain this beacon of higher education in Uganda, which operates within an increasingly competitive knowledge-based global economy as we build for the future.

Professor John Ddumba-Ssentamu

Vice Chancellor
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<th>Description</th>
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</thead>
<tbody>
<tr>
<td>ACBF</td>
<td>African Capacity Building Foundation</td>
</tr>
<tr>
<td>AERC</td>
<td>African Economic Research Consortium</td>
</tr>
<tr>
<td>AFRISA</td>
<td>Africa Institute for Strategic Resource Development</td>
</tr>
<tr>
<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
</tr>
<tr>
<td>ANDI</td>
<td>African Network for Drugs and Diagnostics Innovation</td>
</tr>
<tr>
<td>ANREC</td>
<td>Annual National Research Ethics Conference</td>
</tr>
<tr>
<td>ARMS</td>
<td>Academic Records Management Systems</td>
</tr>
<tr>
<td>CAES</td>
<td>College of Agricultural and Environmental Sciences</td>
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<tr>
<td>CDL</td>
<td>Central Diagnostic Laboratory</td>
</tr>
<tr>
<td>CEDAT</td>
<td>College of Engineering Design Art and Technology</td>
</tr>
<tr>
<td>CEES</td>
<td>College of Education and External Studies</td>
</tr>
<tr>
<td>CHS</td>
<td>College of Health Sciences</td>
</tr>
<tr>
<td>CHUSS</td>
<td>College of Humanities and Social Sciences</td>
</tr>
<tr>
<td>CoBAMS</td>
<td>College of Business and Management Sciences</td>
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<tr>
<td>CoCIS</td>
<td>College of Computing and Information Sciences</td>
</tr>
<tr>
<td>CONAS</td>
<td>College of Natural Sciences</td>
</tr>
<tr>
<td>COVAB</td>
<td>College of Veterinary medicine and Bio Security</td>
</tr>
<tr>
<td>CREEC</td>
<td>Centre for Research in Energy and Energy Conservation</td>
</tr>
<tr>
<td>CRTT</td>
<td>Centre for Research in Transportation Technologies</td>
</tr>
<tr>
<td>CTDD</td>
<td>Centre for Technology Design and Development</td>
</tr>
<tr>
<td>CWRC</td>
<td>Community Wireless Resource Centre</td>
</tr>
<tr>
<td>DelPHI</td>
<td>Development Partnerships in Higher Education</td>
</tr>
<tr>
<td>DFID</td>
<td>Department for International Development (UK)</td>
</tr>
<tr>
<td>EAC</td>
<td>East African Community</td>
</tr>
<tr>
<td>EOD</td>
<td>Explosive Ordinance Disposal</td>
</tr>
<tr>
<td>FTBIC</td>
<td>Food Technology and Business Incubation Centre</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Immunodeficiency Virus</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resource Directorate</td>
</tr>
<tr>
<td>HURIPEC</td>
<td>Human Rights and Peace Centre</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technologies</td>
</tr>
<tr>
<td>IDI</td>
<td>Infectious Diseases Institute</td>
</tr>
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<td>iLabs</td>
<td>Internet Laboratories</td>
</tr>
<tr>
<td>ISCP-U</td>
<td>Innovation Systems and Clusters Programme –Uganda</td>
</tr>
<tr>
<td>JICA</td>
<td>Japan International Cooperation Agency</td>
</tr>
<tr>
<td>KCCA</td>
<td>Kampala Capital City Authority</td>
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<tr>
<td>MA</td>
<td>Masters Programme</td>
</tr>
<tr>
<td>MAAIF</td>
<td>Ministry of Agriculture, Animal Industries and Fisheries</td>
</tr>
<tr>
<td>Mak</td>
<td>Makerere University</td>
</tr>
<tr>
<td>Mak@90</td>
<td>Makerere University at 90 years of existence</td>
</tr>
<tr>
<td>MakLib</td>
<td>Makerere University Library</td>
</tr>
<tr>
<td>MakSPH</td>
<td>Makerere University School of Public Health</td>
</tr>
<tr>
<td>MESAU</td>
<td>Medical Education for Equitable Services for All Ugandans</td>
</tr>
<tr>
<td>MISR</td>
<td>Makerere Institute of Social Research</td>
</tr>
<tr>
<td>MUELE</td>
<td>Makerere University E-learning environment</td>
</tr>
<tr>
<td>NOMA</td>
<td><em>NORAD</em>’s Programme for Master Studies</td>
</tr>
<tr>
<td>OSIEA</td>
<td>Open Society Initiative for Eastern Africa</td>
</tr>
<tr>
<td>PhD</td>
<td>Postgraduate Degree</td>
</tr>
<tr>
<td>PILAC</td>
<td>Public Interest Law Clinic</td>
</tr>
<tr>
<td>PRO</td>
<td>Public Relations Office</td>
</tr>
<tr>
<td>RLP</td>
<td>Refugee Law Project</td>
</tr>
<tr>
<td>SAINTS</td>
<td>Supporting and Improving National Training Systems for health workers in Uganda</td>
</tr>
<tr>
<td>SAREC</td>
<td>SIDA Department of Research Cooperation</td>
</tr>
<tr>
<td>Sida</td>
<td>Swedish International Development Agency</td>
</tr>
<tr>
<td>SOL</td>
<td>School of Law</td>
</tr>
<tr>
<td>SPEDA</td>
<td>Skills for Production, Employment and Development in Animal Industry</td>
</tr>
<tr>
<td>TB</td>
<td>Tuberculosis</td>
</tr>
<tr>
<td>TBIC</td>
<td>Tuberculosis Infection Control</td>
</tr>
<tr>
<td>UAC</td>
<td>Uganda AIDS Commission</td>
</tr>
<tr>
<td>UBOS</td>
<td>Uganda Bureau of Statistics</td>
</tr>
<tr>
<td>UCC</td>
<td>Uganda Communications Commission</td>
</tr>
<tr>
<td>UNCST</td>
<td>Uganda National Council of Science and Technology</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Fund</td>
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<tr>
<td>USAID</td>
<td>United States Aid</td>
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</table>
1. ORGANIZATION AND MANAGEMENT

This annual report responds to the Universities and Other tertiary institutions act 2001 to provide a report for every calendar year of operation. It is explicated against the thematic areas outlined in the University Strategic plan 2008/09-2018/19. The core functions of the university as outlined in the Strategic Plan include, Teaching & Learning; Research & Innovations; and Knowledge Transfer Partnerships. The plan further recognises that the core functions operate within an enabling environment; this report therefore captures the academic support environment which extends to the library, physical facilities and human resource management. The report however, starts with milestones in University governance which among others include institutional leadership and organisational structure as the University adopts the collegiate model of operation.

1.1 University Governance

Professor George Mondo Kagonyera was installed as the Chancellor of Makerere University for the second, 4 year term. The ceremony was presided over by the Vice President of Uganda, His Excellency Hon. Edward Sekandi on 12th January 2012. Former Prime Minister and the first non-head of state Chancellor Professor Apollo Nsibambi also witnessed the installation.

![Installation witnesses](image)

**Professor John Ddumba-Ssentamu appointed Vice Chancellor**

Having served in acting capacity for 3 years Professor Venansius Baryamureeba passed the reigns to Professor John Ddumba-Ssentamu for a five year term, on Thursday, 6th September 2012.
1.2 Collegiate System Launched

The Collegiate System in Makerere University was on 24\textsuperscript{th} January 2012 officially launched by H.E. Yoweri Kaguta Museveni and H.E. Mwai Kibaki at the Freedom Square. The system restructured the 21 academic units into 9 colleges and an autonomous School of Law. The rationale for the merging and reducing academic units was to enhance effectiveness and efficiency through decentralized governance. Under this governance model Colleges are able to constitute and regulate issues which are peculiar and unique to them in a more timely manner. Decision making under the model is based on the principle of consultation through the relevant committees and boards of the College and the University.

1.3 Makerere University Launches Year-long Celebrations to Mark 90 years of Existence

The year 2012 marked 90 years of existence of Makerere University. The institution that evolved from a technical school in 1922, has had several milestones

- 1947 Transformed into Makerere College
- 1949 Constituent College of University of London (Asquith Commission)
- 1963 Constituent College University of East Africa
- 1970 Makerere University

In line with the Uganda Golden Jubilee, the University found it befitting to have a year-long celebration under the theme; \textit{Celebrating 90 years of Makerere University: Leadership towards Africa's Transformation in the 21\textsuperscript{st}Century}. The initiative provided an opportunity to for the university to celebrate distinguished alumni, staff, students and relationships that impact on lives and livelihoods in social, economic, technological and political spheres. The year-long celebrations were launched by His Excellence the President of Uganda on 4\textsuperscript{th} August 2012. For the year under review celebrations extended to public lectures and dialogue, the 4\textsuperscript{th} stakeholders conference, Commissioning the model university library extension.

\textit{Picture: President Kibaki unveils the launch plaque as President Museveni, Hon. Alupo and Prof. Baryamureeba look on.}

\textit{President Launches Mak@90 celebrations}
President Yoweri Museveni hoisted the 'Mak@90' flag at Makerere University Main gate, on 4th August 2012, to launch the year-long celebrations of Makerere University's existence.

Other activities during the launch included the official opening of the New 8000 sq. Library Extension and a tour of a number of exhibitions from the different Colleges of Makerere University at the Freedom Square. Four foundation stones for the construction of more laboratories and lecture rooms were then laid at proposed sites in College of Humanities and Social Sciences (CHUSS), College of Business and Management Sciences (CoBAMS), Food Technology and Business Incubation Centre (FTBIC), and a multi-disciplinary research laboratory complex at College of Natural Sciences (CoNAS). The foundation stones symbolised a new infrastructure fundraising drive with initial input expected from the African Development Bank, Higher Education Science and Technology Programme.

Picture: (L) President Museveni cuts the tape to launch the first half of the Main Library Extension. (R) President Museveni unveils the foundation stones and views the proposed plans for the buildings.

Picture: Staff members and other guests in attendance at the event.

Prime Minister Opens Makerere University’s 4th Stakeholders’ Conference
Makerere University held its 4\textsuperscript{th} Mini-stakeholders’ conference in August. The conference presided over by the Prime Minister of Uganda; Hon. Amama Mbabazi coincided with the launch of Mak@90. The University adopted the principle of organising stakeholders’ consultative meetings since 2004. The culture was the recognition that as a service provider, the university had to develop meaningful channels of interaction with her constituents. In line with the overall theme: \textit{Celebrating 90 years of Makerere University: Leadership towards Africa’s Transformation in the 21\textsuperscript{st} Century}; the 4\textsuperscript{th} stakeholders conference enabled the university to:

1. Share with her development partners the content of the University Strategy and the reforms that have taken place since the stakeholders meeting held in January 2009

2. Create a platform to receive feedback from the stakeholders specifically development partners, government and the private sector

Prime Minister Rt. Hon Amama Mbabazi receives Alumni Scarf from the University Council Chair; Eng, Dr. Charles Wana Etyem during the 4\textsuperscript{th} Stakeholders Conference

The 4\textsuperscript{th} stakeholder’s conference focused on advances in research with specific reference to health, agricultural and social research. Further presented was a comparative purview of Makerere University with seven other African Flag ship universities in Tanzania, Kenya, Botswana, Mozambique, Ghana, Mauritius and South Africa under the Higher Education Research and Advocacy Network (HERANA)\textsuperscript{1}

The Prime Minister pledged support to higher education as outlined in the National Development Plan the blue print for holistic socio-economic development in Uganda.

**Debate on ‘HIV Prevention in Uganda: Are We Moving in the Right Direction?’**

Over the years, Makerere University has been at the forefront of HIV/AIDS, research and advocacy. As one of the Mak@90 activities, the School of Public Health, College of Health Sciences (CHS), Makerere University, in partnership with the US Centre for Disease Control and Prevention (CDC), held a public debate on ‘\textit{HIV Prevention in Uganda: Are We Moving in the Right Direction?’}.

L-R Dr. Vinand Nantulya, Chairman Board of Directors, Uganda AIDS Commission (UAC) and Dr. David Guwatudde, MakSPH, CHS, at the Public Debate on 23rd August 2012, Imperial Royale Hotel, Kampala Uganda

\textsuperscript{1}chet.org.za/programmes/herana
The panellists were nationally and internationally eminent researchers, implementers and activists in the field of HIV/AIDS in Uganda. On the proponents’ bench was Associate Professor Fred Wabwire-Mangeni, Director for Regional Centre for Quality of Health Care at the College of Health Sciences (CHS) and Dr. Stella Alamo-Talisuna, Executive Director, Reach-Out Mbuya. The opponents’ bench was occupied by Dr. Alex Coutinho, Executive Director of the Infectious Diseases Institute (IDI) at the College of Health Sciences and Ms. Milly Katana, a long-time HIV activist of national and international repute. The debate brought to the forefront the need to evaluate the advances that have been in HIV/AIDS research, advocacy and prevention initiatives.

A public lecture was organized to celebrate Dr. Martin Jerome Okech Aliker on 2nd August 2012. Dr. Aliker is a distinguished alumnus pioneer African Dental Surgeon in East Africa; Statesman and internationally accomplished Businessman; scholar, influential business leader and entrepreneurial mentor, and one of our leading senior citizens.

Academia’s role in building a sustainable Private Sector: 
Case Study of Dr Martin J Okech Aliker presented by Dr. Williams S. Kalema, PhD, Chairman, Board of Trustees, Female Scholarship Foundation (FSF), Makerere University,

Discussants Professor Frederick B. Kayanja, Vice Chancellor 
Mbarara University of Science and Technology 
Mr. Hannington Karuhanga 
Chairperson, Board of Directors, Stanbic Bank

Re-birth of the Makerere Africa Lecture Series

The Makerere Africa Lecture Series was the brainchild of the Anyang’ Nyong’o Guild Executive of 1970. Whereas the inaugural of the Makerere Africa Lecture Series was stillborn due to Idi Amin’s coup of 1971, GMD re-borned forty (40) years later on Friday 2nd December 2011. Hence, Professor Anyang’ Nyong’o was invited to present the 1st and 4th lectures. The following lectures raised the profile and publicity; and created networks for Makerere University:

- Ending the Servitude of Life Givers: The Liberation of East African Women since Nyerere’s Equality Call by Hon. (Prof) Peter Anyang’ Nyong’o, MP and Minister for Medical Services, Kenya at the Makerere Africa Celebrations on December 2nd, 2011.

Dr. Shelby Lewis at Third Lecture Series Fulbright Foreign Scholarship in Africa during US President Barack Obama’s Administration by Dr. Shelby F. Lewis on 24th February 2012.
Dr. Shelby Lewis delivered a lecture, the third in the Makerere Africa lecture series on "The Fulbright Scholarship in Africa during President Barack Obama's Administration", to a fully packed audience in the University Main Hall. Dr. Shelby pointed out that Fulbright academic exchanges during the Obama Administration have led to the introduction of new fields of study, enrichment of curricula, creation of research centres, joint publications, and the establishment of long-term relationships beyond Fulbright funding. The lecture was also a celebration of the Black History Month and East Africa's Golden Independence Jubilee, with a presentation from Heritage International School. The Guest of Honour and Governor Bank of Uganda, Emmanuel Mutebile, stressed the need to educate the girl child more, for the sustainable benefit of the nation.

Makerere honours late Dr. Joshua Baitwa

Mugyenyi

The fourth lecture in the Makerere Africa Lecture Series was dedicated to celebrating the life of Dr. Joshua Baitwa Mugyenyi, a brilliant student, distinguished alumnus, member of faculty and who while still a student at Makerere in 1970, was a part of the group that conceived the idea of having the Africa Lecture Series at the campus. The fourth lecture in the Makerere Africa Lecture Series was held on the 10th memorial since Dr. Mugyenyi passed on 15th March 2012. Professor Peter Anyang' Nyong'o, the Minister of Medical Services in the Republic of Kenya and also former Guild President of the Makerere University, gave the key note address on "Social Transformation in Contemporary Africa: Reminiscences of Dr. Joshua B. Mugyenyi."

The Mugyenyi family also made a donation towards the Female Scholarship Foundation during the memorial lecture that was held in the Main Hall.
His Excellency Thabo Mbeki Delivers a Lecture

His Excellency Thabo Mbeki, Former President of the Republic of South Africa visited Makerere University and hosted a Public Question and Answer session, as part of a Makerere Institute of Social Research (MISR) organised two-day conference. H.E Thabo Mbeki prior to the Q&A session had delivered a Keynote Address on the MISR Conference theme "The Architecture of Post-Cold War Africa: Between Internal Reform and External Intervention".

I. K. Musazi Public lecture

On 14th October 2012, Makerere University held a memorial lecture in commemoration of the late Ignatius Kangave Musaazi, a national hero. The late Musaazi was described by many speakers as a selfless nationalist who was bent towards building a better Uganda and voiced his views irrespective of the turbulent political environment of the 1970s. Prof. Horace Campbell, a world renowned international peace and justice scholar based in the USA delivered the lecture.

Makerere University pays Tribute to Professor William Senteza Kajubi

Makerere University community celebrated the life of Professor William Senteza Kajubi on 5th May 2012; a renowned scholar and two-time Vice Chancellor of Makerere University (1977-1979, 1990-1993). Acting Vice Chancellor of Makerere University, Prof. Venansius Baryamureeba credited Prof. Senteza Kajubi for his instrumental role in the education sector in Uganda.
Launch of Family Health Research and Development Centre - Kasangati

As part of Mak@90 celebrations, the Vice Chancellor Professor Ddumba-Ssentamu launched the Family Health Research and Development Centre (FHRDC) in Kasangati. The Centre as part of the larger School of Public health symbolizes the link between academia and community. It will provide capacity building for Makerere University staff in various aspects of research management, as well as provision of services to communities in partnership with the Kasangati Health Centre.

Student Blood Donation Drive

The Students’ Guild in partnership with Nakasero Blood Bank organized a blood donation drive for the Makerere University Community, from the 1st - 5th October 2012 in the Freedom Square as part of celebrations to mark 90 years of Makerere University’s existence. A total of 245 units of blood were collected.

Vice President Commissions Library Extension

Within the Mak@90 calendar was the commissioning of the Library Extension by the Vice President, HE Edward Kiwanuka Ssekandi a gallant alumnus of Makerere University. The impetus to expand the library facilities was through internally generated funds, with a US $ 2.5m grant from the Carnegie Corporation New York for the ICT infrastructure, new books and capacity building of library staff for the establishment of a model library in sub-Saharan Africa. The Library extension provides an additional 8,000 sq metres of reading space. The University therefore claims its place as one of the few sub Saharan African Universities with this type of academic facility.

The Mak@ 90 celebrations will be crowned with a grand finale on 3rd August 2013
2. TEACHING AND LEARNING

This is one of the core functions of the university. Articulated in the Makerere University Strategic Plan 2008/09- 2018/19 is the shift towards a learner centred institution.

2.1 Improved University Ranking

Over the last two and half years Makerere University has witnessed improved rankings. The January 2012, webometrics ranking placed Makerere University 9th best University in Africa. These rankings demonstrate open access to research output through information communication technology.

Table 1: Webometrics ranking of the 10 best Universities in Africa

<table>
<thead>
<tr>
<th>Ranking</th>
<th>World Rank</th>
<th>University</th>
<th>Country</th>
<th>Presence Rank*</th>
<th>Impact Rank*</th>
<th>Openness Rank*</th>
<th>Excellence Rank*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>400</td>
<td>Stellenbosch University</td>
<td></td>
<td>639</td>
<td>639</td>
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<td>2</td>
<td>456</td>
<td>University of Cape Town</td>
<td></td>
<td>604</td>
<td>801</td>
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<tr>
<td>3</td>
<td>526</td>
<td>University of Pretoria</td>
<td></td>
<td>737</td>
<td>1234</td>
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<tr>
<td>4</td>
<td>529</td>
<td>University of the Witwatersrand</td>
<td></td>
<td>1900</td>
<td>877</td>
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<td>5</td>
<td>686</td>
<td>University of Kwazulu Natal</td>
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<td>6</td>
<td>862</td>
<td>University of South Africa</td>
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</tr>
</tbody>
</table>


University ranking has been underpinned by improvements in the management of academic processes, integrating ICT in teaching and learning, innovations in academic management processes as well as curriculum review for increased relevance. Advances in academic management over the period under review have among others included:

a) Improvement of the Examinations Timetable to eliminate clashes;
b) Approval of several new Academic Programmes;
c) Further implementation of the Academic Records Information System (ARIS);
d) Continuous automation of the Transcript processing for all Undergraduate and Graduate Programmes;
e) Continuous implementation of On-line Systems for Students Access to Admission, Registration, and Examination Results;
f) Partial clearance of backlog of unprocessed Transcripts and Certificates;
g) Improved security of official documents (Transcripts and Certificates);
h) Review and improvement of the Semester Regulations;
i) Acquisition of equipment and setting up a fully functional Students Identity Card Section;
j) Extension of students support services to upcountry centres, and affiliated Institutions;
k) Further implementation of on-line registration of student; and
l) Improvements in the storage and security of academic records.
Other initiatives to improve teaching and learning included the Introduction of the entry exam by the **School of Law**; this was designed to ensure quality of the prospective lawyers. It is envisaged that the practice will enhance the products of the School to recommendable levels, as well as provide an additional criterion for cutting down enrolment to manageable levels.

### 2.2 New Academic Programmes

Curriculum review and renewal is one of the core functions of the teaching units in Makerere University. For the year under review, several Colleges introduced new academic programmes at both undergraduate and graduate levels. Table 2 below shows the programmes introduced by the Colleges.

**Table 2: New Programmes by College 2012**

<table>
<thead>
<tr>
<th>College</th>
<th>New Program</th>
<th>Partner/ comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>COVAB</td>
<td>‘One Health Residency’ Program</td>
<td>School of Public Health and University of Minnesota</td>
</tr>
<tr>
<td></td>
<td>Africa Institute for Strategic Resource Development (AFRISA) Programmes (11)</td>
<td>Multiple Entry Multiple Exit programmes under the Skills for Production, employment and Development</td>
</tr>
<tr>
<td>CONAS</td>
<td>Graduate programme in Petroleum Geosciences</td>
<td>University of Bergen and NORAD</td>
</tr>
<tr>
<td></td>
<td>MSc in Petroleum Geosciences</td>
<td></td>
</tr>
<tr>
<td>CoBAMS</td>
<td>Master in Public Infrastructure Management (MPIM)</td>
<td>In collaboration with the College of Engineering Design Art and Technology</td>
</tr>
<tr>
<td></td>
<td>MBA Executive (EMBA)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Master of Evaluation (MEval)</td>
<td></td>
</tr>
<tr>
<td>CEDAT</td>
<td>BSc Engineering</td>
<td>Belgorod Shukhov State Technological University in Russia</td>
</tr>
<tr>
<td>CHS</td>
<td>Master of Nursing (Midwifery and Women’s Health)</td>
<td></td>
</tr>
<tr>
<td>CEES</td>
<td>Bachelor of Science in Agriculture and Rural Innovation External degree programme (BARI-EXT)</td>
<td>Collaboration with the College of Agricultural and Environmental Sciences (CAES)</td>
</tr>
<tr>
<td>CHUSS</td>
<td>Masters of Arts Programme in Journalism and Communication reinstated, starting with academic year 2012/2013</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bachelor of Arts in Ethics and Human Rights</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PhD in Social Studies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>M.A. Language Engineering and Documentation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>M.A. in Translation and Interpretation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>M.A. Communication Skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bachelor of Office Administration and Communication</td>
<td></td>
</tr>
</tbody>
</table>

**College of Business and Management Science** signed an MOU with Saarland University in Saarbrucken, Germany to administer the Master of Evaluation (MEval) which was developed in response to the need to strengthen evaluation capacities in Uganda and in the region to implement a systematic further education programme. This Programme will be offered in blended-learning format i.e. a

---

2 Programme awaiting accreditation
combination of traditional face-to-face classroom methods with modern forms of eLearning; the first of its kind in this area in Africa. Under this Programme both government, non-governmental and civil society organisations will have their staff trained in Monitoring and Evaluation. MEval will enrol the first cohort in academic year 2013/14.

The Department of European and Oriental Languages developed syllabi for Spanish and Chinese. The Department also piloted short courses in Italian, Spanish, Chinese and Korean

2.3 Innovations in Teaching and Learning

Units within the university continue to chart new frontiers in teaching and learning, Colleges such as COVAB, CEES, CoBAMS and CHS have registered successful innovations that extend beyond the classroom to integrate community development needs.

The curriculum for the Masters in Veterinary Preventive Medicine (MVPM) hosted by College of Veterinary Medicine and Bio-security was reviewed to build capacity in field epidemiology. Field Epidemiologists are one of the many professionals that are very instrumental in One Health, a concept that is being spearheaded by both COVAB and the School of Public Health (College of Health Sciences), under the One Health Central and Eastern Africa (OHCEA) project with support from USAID through RESPOND initiative. All course modules under the program were formatted to fit the standards set by the National Council for Higher Education (NCHE). The program is research-based, characterized by practical teaching methods and problem-based learning implemented through fieldwork, which shall account for 75% of the entire course. The current students on the program are from the 5 countries that make up the OHCEA network; Uganda, Rwanda, Tanzania, Kenya, Ethiopia and the Democratic Republic of Congo.

The Department of Foundations and Curriculum Studies College of Education and External Studies hosted Professor Carol Sterling a visiting Fulbright Program Specialist and professional educational puppeteer from New York City, USA. Professor Sterling taught a special class of educational puppetry, a project aimed to motivate students to become more intellectually and artistically engaged as learners. Two giant 15 inch puppets depicting historical personalities, Sir Edward Mutesa II, the first President and Dr Milton Obote, the first Prime Minister of independent Uganda were designed in the class and showcased at the Uganda at 50 Independence Parade organized by students and staff of the Department.

Education puppetry in practice

The College of Education and External Studies, School of Education has introduced the concept of integrated Sustainable Development in its courses. As an educational concept, it goes beyond environment education to embrace the process of achieving human development through economic growth, social development and environmental protection in an inclusive, equitable and secure manner.
The **College of Health Sciences** has moved into competence-based curriculum and is working with other Universities in the country that offer health sciences programmes to train all-round health professionals with the right attitude to stay and work in hard-to-reach-hard-to-stay areas. This work has been done under the Medical Education for Equitable Services for All Ugandans (MESAU) consortium; a partnership of five universities with health training programmes in Uganda.

The **School of Law** in its effort to enhance student centred learning has initiated the Public Interest Law Clinic (PILAC), this is designed to introduce students to the practical components of legal practice through legal aid to vulnerable communities, public debates and guest lectures. The clinical legal education programme offered to third year students entails harnessing the legal skills of students to educate communities on the law, emphasising the legal rights of individuals and the avenues they can use to enforce those rights. Students have also been involved analysing existing **Bills in Parliament** and live cases such as:

- Constitutional Petition No. 16 of 2011, *Centre for Health, Human Rights and Development & Others v. Attorney General*: This case is against government and arises out of senseless maternal deaths because of the negligence of health workers and the uneven distribution of health facilities and equipment.

- High Court Civil Suit No. 179 of 2002 *Peter Kayira and Others v. Attorney General and Kaweri Coffee Plantation*: This case is against government for the unlawful eviction of over 2000 people and inadequate compensation when government gave away 100 ha of land to a private investor to grow coffee. The case has been pending in the courts of law for over ten years. PILAC’s intervention is intended to explore the possibility of filing a complaint before the African Commission on Human and Peoples Rights.

Professional Courses at **College of Business and Management Sciences**: Makerere University on Wednesday, 4th January 2012 signed a Memorandum of Understanding with the Institute of Certified Public Accountants of Uganda (ICPAU) to develop and promote the accountancy profession in Uganda and beyond.

The Certified Public Accountants of Uganda (CPA (U)) course are conducted at the School of Business. To date, the Makerere University CPA (U) Training Centre has so far had two cohorts with over 100 students sitting their Professional Examinations in June 2012 and December 2012 with meritorious award winning students in the June 2012 sitting.
The **College of Humanities and Social Sciences**, Department of Journalism and Communication launched its quarterly media dialogues, in which students of journalism, communication and media studies, practitioners, media managers, media trainers and other stakeholders discuss pertinent issues and trends in the profession. The dialogues are meant to help students further understand the practical aspects of the profession.

### 2.4 ICT in Teaching and Learning

The University has fully adopted ICT integration in teaching and learning, key improvements include:-

a. Online access to Exam results and coursework by students has now improved.

b. Use of the Drop Box, wikispaces were explored for teaching purposes in CEDAT; and

c. The integration of e-learning in medical education using e-platforms that is popular with students like Facebook, using the MUELLE concept in the College of Health Sciences. This was after a series of consultative meetings with the students.

d. **Mobile Distance Learning**

In Open, Distance and e-Learning, a collaborative virtual mobile learning platform was designed to be piloted under the Mobile distance learning project which aims at developing applications meant to increase student support and attain higher retention and pass rates in the External Degree Programmes.
Use of **Makerere University E-learning environment** (MUELE) in teaching and learning has continued. 456 courses have now been uploaded on the platform from the Colleges of Computing and Information Sciences, Engineering Design Art and Technology, Natural Sciences and Humanities & Social Sciences.

**Figure 1 Graphical Representation of Number MUELE Courses by College**

2.5 **Student Enrolment**

2.5.1 **Admission**

A total of 17,294 students were admitted for undergraduate programmes for academic year 2012/13, 10 percent were on government scholarship while 90% are private including 2% international students. The College of Humanities and Social Sciences recorded the largest percentage of admission for both government and private programmes at 18% and 26% respectively. College of Veterinary medicine and Bio Security, and school of law recorded the least number of total students admitted while College of Health Sciences 2% has the least number of private students admitted. Admission to Makerere University by college and sponsorship for academic year 2012/2013 were as indicated in table 3

<table>
<thead>
<tr>
<th>College</th>
<th>Government</th>
<th>International</th>
<th>Private</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural &amp; Environmental Sciences</td>
<td>244</td>
<td>31</td>
<td>876</td>
<td>1,151</td>
</tr>
<tr>
<td>Engineering Design Art &amp; Technology</td>
<td>277</td>
<td>8</td>
<td>850</td>
<td>1,135</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>149</td>
<td>19</td>
<td>246</td>
<td>414</td>
</tr>
<tr>
<td>Humanities &amp;Social Sciences</td>
<td>328</td>
<td>127</td>
<td>3,845</td>
<td>4,300</td>
</tr>
</tbody>
</table>
2.5.2 Enrolment

Registered students for the academic year 2012/13 were 37,262. Forty four percent (44%) of these are female, while graduate students constitute 5% of total enrolment. This compares with 34,000 in academic year 2011/12. Distribution by College is outlined in table 4

Table 4: Student Head Count by College and Gender 2012/13

<table>
<thead>
<tr>
<th>College</th>
<th>Undergraduate</th>
<th>Postgraduate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>M</td>
<td>F</td>
</tr>
<tr>
<td>Agricultural &amp; Environmental Sciences</td>
<td>508</td>
<td>1071</td>
<td>48</td>
</tr>
<tr>
<td>Engineering Design Art &amp; Technology</td>
<td>741</td>
<td>2347</td>
<td>17</td>
</tr>
<tr>
<td>Education &amp; External Studies</td>
<td>2,873</td>
<td>3513</td>
<td>33</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>353</td>
<td>779</td>
<td>163</td>
</tr>
<tr>
<td>Humanities &amp; Social Sciences</td>
<td>5,142</td>
<td>3466</td>
<td>205</td>
</tr>
<tr>
<td>Business &amp; Management Sciences</td>
<td>2731</td>
<td>3079</td>
<td>132</td>
</tr>
<tr>
<td>Computing &amp; Information Sciences</td>
<td>2286</td>
<td>3438</td>
<td>67</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>326</td>
<td>801</td>
<td>18</td>
</tr>
<tr>
<td>Vet Medicine &amp; Bio security</td>
<td>180</td>
<td>374</td>
<td>0</td>
</tr>
<tr>
<td>School of Law</td>
<td>632</td>
<td>638</td>
<td>21</td>
</tr>
<tr>
<td>Fort-portal Campus</td>
<td>3</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>Jinja Campus</td>
<td>50</td>
<td>62</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>15825</td>
<td>19582</td>
<td>704</td>
</tr>
</tbody>
</table>

Source: Academic Records Information System 30th December 2012

2.5.3 Internationalisation in Teaching and Learning

The University Strategic plan 2008/09-2018/19 articulated internationalisation, gender and quality assurance as cross cutting themes. The university strategy envisages integration of internationalisation in her core functions of teaching; research; and knowledge transfer partnerships and networking. Attraction of international staff and students is in some cases dependent on the unique aspects of the University curricula that are not easily attainable elsewhere. While it helps to enrich and enhance the teaching and learning experience through sharing of experiences by the faculty and students from diverse national contexts. To this end therefore for the period under review, several Colleges engaged in activities that promote the internationalization ethos of the University these include;

a) Liberian students study Masters degrees at School of Education

The School of Education signed a Memorandum of Understanding with USAID and Liberia Teacher Training Programme to host Liberian students on Masters Degree programme at School of Education. Ten students arrived in January 2012 and were offered the following Masters
programmes; Education Foundations, Curriculum Studies, Educational Psychology and Science education.

![Image of Liberian students and Irish Exchange students]

**Figure 2: Nationalities of Origin for International Students admitted 2012/13**

Source: Academic registrars Department as at 31\textsuperscript{st} Dec. 2012

**Student Initiatives for Internationalisation at the College of Health Sciences**

The 7\textsuperscript{th} Annual Makerere University Medical Students Association Conference on Child Health was held November 18\textsuperscript{th} -19\textsuperscript{th} 2012 at Kabira Country Club in Kampala. The conference attracted students and researchers from all over Uganda, Kenya, Tanzania, Rwanda and Ethiopia. In similar vein, the 8th MakCHS Annual Scientific conference was held 26\textsuperscript{th} -28\textsuperscript{th} September 2012 at Silver Springs Hotel, near Kampala. The conference focused on the theme “Health Care in Uganda: Past, Present and Future”.
Dept. of Geomatics & Land Management Holds Land Administration Conference

The Department of Geomatics and Land Management College of Engineering Design Art and Technology held the first annual Eastern Africa Land Administration Workshop. The workshop deliberated on harmonisation of curricula for land administration programmes, development of a regional journal in land administration, staff exchange prospects and organisation of short courses, amongst other issues of regional concern. The workshop was officially opened by the Hon. Daudi Migereko, the Minister of Lands, Housing and Urban Development. Delegates included participants from Kenya Polytechnic University-Kenya, Ardhi University-Tanzania, Bahir Dar University-Ethiopia, Makerere University-Uganda and Ruhengere Institute of Higher Education, INES- Rwanda. From Europe, the University of Twente-Netherlands, Royal Institute of Technology (KTH)-Sweden, Technical University of Munich-Germany and Helsinki University of Technology-Finland.

CoBAMS’ CPAS conducts International Conference on: Child Victims, Vulnerable Children and “Violent” Youth in East Africa November 19-21, 2012

The main aim of the conference was to present on-going research which dwells on childhood, adolescence and early adulthood and explores issues of vulnerability and violence and their perceptions. After decades of government and civil society involvement around orphans and vulnerable children, often considered as victims, our knowledge remains fragmentary. Presentations analyzed current trends and changes in the situations of children and youth, study family systems of childcare, education and support, and explored relevant public policies and social action. Anthropological and historical approaches brought out local variations and different time frames in order to shift perspectives to understand today’s social issues. Participants were invited to share their work and experiences, open up new perspectives to contribute to a better understanding of these complex situations. Wider scientific exchanges are expected to stem from this meeting. The Conference attracted participants from Belgium, France, Kenya, Rwanda, Switzerland, Uganda, UK, and USA.
2.6 Student Graduation/Output

The week long 62nd Makerere University graduation ceremony was held from 16th – 24th January 2012 in the Freedom Square. The ceremony was presided over by the newly re-installed Chancellor, Professor Mondo Kagonyera who thanked the different development partners and the Staff for the resources and efforts towards the Institutional development which is evident from the notable achievements. The Acting Vice Chancellor of Makerere University, Professor Venansius Baryamureeba, highlighted the University’s improved rankings to 8th position in Africa, and the various achievements/developments in the nine Colleges and School of Law. He re-echoed the need for Government to increase salaries of staff in all public universities. A total of 8,868 students received awards at various levels from the different Colleges, out of these, 41 graduated with PhDs. Makerere University Business School had 2404 graduates while Nsamizi affiliated to the College of Humanities and Social Sciences had 220 graduates. The total number of graduates was 11492 as shown in table 5.

Table 5: Number of Graduates by Gender and level - 62nd Graduation

<table>
<thead>
<tr>
<th>College</th>
<th>Diploma</th>
<th>Bachelors</th>
<th>PGD</th>
<th>Masters</th>
<th>PhDs</th>
<th>Total</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural &amp; Environmental Sciences</td>
<td>0 0</td>
<td>201 307</td>
<td>0 1</td>
<td>27 54</td>
<td>2 6</td>
<td>230 368</td>
<td>598</td>
</tr>
<tr>
<td>Engineering Design Art &amp; Technology</td>
<td>3 11</td>
<td>135 387</td>
<td>0 5</td>
<td>3 10</td>
<td>0 2</td>
<td>141 415</td>
<td>556</td>
</tr>
<tr>
<td>Education &amp; External Studies</td>
<td>93 65</td>
<td>684 981</td>
<td>3 5</td>
<td>23 33</td>
<td>2 8</td>
<td>805 1092</td>
<td>1897</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>23 11</td>
<td>92 146</td>
<td>0 1</td>
<td>38 99</td>
<td>6 3</td>
<td>159 260</td>
<td>419</td>
</tr>
<tr>
<td>Humanities &amp;Social Sciences</td>
<td>1 1</td>
<td>1199 765</td>
<td>0 0</td>
<td>107 112</td>
<td>0 3</td>
<td>1307 881</td>
<td>2188</td>
</tr>
<tr>
<td>Business &amp; Management Sciences</td>
<td>1 0</td>
<td>404 475</td>
<td>0 1</td>
<td>70 140</td>
<td>1 2</td>
<td>476 618</td>
<td>1094</td>
</tr>
<tr>
<td>Computing &amp; Information Sciences</td>
<td>111 65</td>
<td>470 617</td>
<td>0 0</td>
<td>10 15</td>
<td>1 3</td>
<td>592 700</td>
<td>1292</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>0 0</td>
<td>103 256</td>
<td>0 0</td>
<td>7 13</td>
<td>0 2</td>
<td>110 271</td>
<td>381</td>
</tr>
<tr>
<td>Vet Medicine &amp; Bio security</td>
<td>0 0</td>
<td>51 78</td>
<td>0 0</td>
<td>7 26</td>
<td>0 1</td>
<td>58 105</td>
<td>163</td>
</tr>
<tr>
<td>School of Law</td>
<td>0 0</td>
<td>145 125</td>
<td>0 0</td>
<td>2 8</td>
<td>0 0</td>
<td>147 133</td>
<td>280</td>
</tr>
<tr>
<td>Mak -Total</td>
<td>232 153</td>
<td>3484 4137</td>
<td>3 13</td>
<td>294 510</td>
<td>12 30</td>
<td>4025 4843</td>
<td>8868</td>
</tr>
<tr>
<td>Makerere University Business School</td>
<td>0 1</td>
<td>1204 904</td>
<td>0 0</td>
<td>139 156</td>
<td>0 0</td>
<td>1343 1061</td>
<td>2404</td>
</tr>
<tr>
<td>Nsamizi</td>
<td>0 0</td>
<td>132 88</td>
<td>0 0</td>
<td>0 0</td>
<td>0 0</td>
<td>132 88</td>
<td>220</td>
</tr>
<tr>
<td>Grand Total</td>
<td>232 154</td>
<td>4820 5129</td>
<td>3 13</td>
<td>433 666</td>
<td>12 30</td>
<td>5500 5992</td>
<td>11,492</td>
</tr>
</tbody>
</table>

Source: 62nd Graduation Booklet + addendum
Makerere University Honours President Mwai Kibaki

The 62nd Graduation Ceremony was unique, His Excellency Mwai Kibaki, President of The Republic of Kenya was awarded an Honorary Doctorate of Laws of Makerere University. The award was in recognition of his distinguished and outstanding contribution to Political, Social and Economic reforms at the national, regional and international levels. President Mwai Kibaki who graduated from Makerere University in 1955 with a First Class Bachelor of Arts degree was also recognized for his academic contribution as an Assistant Lecturer in the Department of Economics from 1958 to 1960. The Honorary award ceremony was attended by His Excellency President Yoweri Kaguta Museveni of Uganda, Rt. Hon. Abdirahin Haithar Abdi, Speaker of East African Legislative Assembly (EALA), First Deputy Prime Minister and Minister for East African Community (EAC) Affairs, Hon. Eriya Kategaya, Education Minister, Hon. Jessica Alupo, Diplomats, Members of Council, Management and Staff of Makerere University, among others.

Online Students Graduate

The College of Computing and Information Sciences (COCIS) held a graduation ceremony of the first cohort of students to graduate with masters and post graduate diplomas that are being offered by Amity University, an Indian institution in collaboration with Makerere University. These courses are offered under the Tele-Education programme implemented in 2009 as part of the Pan-African e-Network Project supported by the Government of Uganda, Government of India and the African Union.

To consolidate the initiative, Makerere University is carrying out a needs assessment in educational institutions within the East African region to establish a mechanism of delivering online educational programmes within the region. This activity is aimed at ensuring that the E-learning Regional Centre, based at the College of Computing and Information Sciences, Makerere University serves the needs of the East African region.
3. RESEARCH AND INNOVATIONS

The University strategy for research and innovations is a movement towards enhancement of capacity for knowledge production, innovations and effective utilization of research output. The University articulated the movement towards a Research-led University where teaching, learning and research are mutually reinforcing. Advances in implementing research development as a core function of the university have been realised in the areas of health, agriculture and information communication technology. Research advances have been boosted by both the Presidential Initiative for Science and Technology and development partners support. These include programmes such as the iLabs project in CEDAT, the Centre for Research and Transport Technologies and Infectious Disease Institute. Outlined below are highlights of the research thrust for the period under review.

a) Internet Laboratories (iLabs)

The Makerere University Internet Laboratories (iLabs) Project (iLabs@MAK) at the College of Engineering Design Art and Technology was established in 2005 to principally undertake research in the development and deployment of iLabs to support curricula of the Department of Electrical and Computer Engineering at Makerere University. This would ultimately address the dearth of conventional laboratory facilities experienced in Universities throughout Africa. The Project is implemented in collaboration with Massachusetts Institute of Technology (MIT), Obafemi Awolowo University (OAU) of Nigeria, University of Dar-es-Salaam (UDSM) and Carinthia University of Applied Sciences (CUAS) of Austria. Since August 2008, twenty six (26) online laboratories have been developed; with over 1,000 students at College of Engineering Design Art and Technology utilizing the iLabs Infrastructure at MAK. With support from the Presidential Innovations Project, iLabs@MAK has over the past year expanded its activities to include:

i. Outreach to secondary schools to promote technology incubation and problem-based learning.

ii. Development of interactive multimedia courseware to support the basic science curricula in secondary schools

iii. Extension of iLabs to other public Universities in Uganda

b) Tuberculosis Infection Control (TBIC)

The College of Heath Sciences has been active in Assessing the feasibility and acceptability of implementing Tuberculosis Infection Control (TBIC) measures in health facilities in Mukono and Wakiso districts

Tuberculosis (TB) infection control is growing in importance because of the association of TB with HIV and the emergence of multidrug resistant TB and extensively drug-resistant TB. Transmission of TB in health facilities is a very crucial occupational risk for health care workers, causing substantial morbidity and mortality. The risk of transmission is greater in settings with high HIV prevalence due to the increased risk for TB infection and progression to disease in HIV positive people and where there are no infection control measures in place. This is real in resource limited settings like Uganda where unidentified TB suspects spread TB bacteria to fellow patients and health care workers especially in outpatient clinics, consultation rooms and laboratories.

The general objective of this study was to assess the feasibility and acceptability of implementing TBIC measures in Uganda, a resource limited setting like Uganda.
Patients and health workers felt that physical separation was ideal, yet separation and masking were regarded as embarrassing and stigmatizing to patients, as this would emphasize identifying them as potential source of infection. Patients reported greater willingness to cover their mouth with a handkerchief than to wear a mask. Good counselling and health education were suggested to improve patients’ adoption of separation from other community members and masking. Lack of community awareness about airborne transmission of TB was identified as a barrier to accepting and adopting TB infection control measures.

c) **IDI Ground breaking research leads to change in product label of Coartem®**

A recently completed study at the **College of Health Sciences** Infectious Diseases Institute (IDI) has found that rifampicin – a key drug for treating tuberculosis – can dramatically reduce blood levels of the antimalarial drug, artemether-lumefantrine, commonly known as Coartem. The findings of this study, which have been accepted by the manufacturer (Novartis) and the United States Food and Drug Administration, have led to a change in the product label for Coartem®. In the revised label, the manufacturer indicates that Coartem® should not be used among patients receiving rifampicin. The work was part of the doctoral thesis of IDI scholar, Dr. Mohammed Lamorde. Funding for the study was obtained from the Health Research Board of Ireland through a grant awarded to Academic Alliance member Dr. Concepta Merry. The clinical study was conducted by IDI investigators with collaborators from Makerere University, Trinity College Dublin and University of Liverpool.

d) **Milk Booster to improve household incomes**

The **College of Agricultural and Environmental Sciences** demonstrated the use of a milk booster to improve household incomes and nutrition amongst livestock keeping homesteads, and the use of sugar cane molasses and briquettes as alternative sources of energy. These are moves that are meant to assist those that are low income earners in the rural areas.

e) **ICT Solutions to the national and global challenges**

Research & Innovations in the **College of Computing and Information Sciences** has focused on solutions to the national and global challenges such as climate change, sustainability of energy, food security, health, education and national transformation. For the period under review new innovations include

i) **An Auction Design for Mobile African commodity trading - Kudu (8228) System which provides a simple SMS based auction system that allows farmers and traders to respectively submit their ASKs and BIDs in an aggregated market. This system solves three important problems: Farmers and Traders can reach each other across the country. It reduces market arbitrage and provides accurate of market information. These services will be provided for free using a seed grant that was provided by Google.**

ii) **Computerized Diagnosis Using Medical Image Enhancement and Segmentation, Automated microscopic diagnosis.** Using image enhancement and segmentation techniques, we developed a tool to support doctors to automatically detect abnormalities on medical images, as a part of computer-aided diagnosis system.

Research & Innovations at the **College of Computing and Information Sciences** extends to Student Innovations and Awards during 2012 this among others included

i) The trio of Aaron Tushabe, Joshua Okello and Josiah Kavuma (Team Cipher256) who won the Microsoft Imagine Cup Grant of $50,000 for designing an application named
Winsenga that performs ultrasounds on pregnant women and detect problems such as ectopic pregnancies or abnormal fetal heart beats earned them great local and international recognition.

ii) MafutaGo, a mobile app that helps motorists locate the nearest petrol station with the cheapest fuel and associated car services like washing bays won $10,000 in this year’s Pivot East Competition. It was developed by Christine Ampaire, Samuel Remo, James Muranga, Gerald Odur and Jjingo Wasaka Kisakye.

f) Human Rights Research in the School of Law

Research in the School of Law has focused on human rights, two initiatives stand out:

i) The Beyond Juba Project is a joint initiative of the Refugee Law Project (RLP), the Human Rights and Peace Centre (HURIPEC), and the School of Law Makerere University.

ii) Changing the Lens Project is a human rights research project funded by the Open Society Initiative for Eastern Africa [OSIEA]. The project research focuses on ethnic minority rights violations in Uganda's Karamoja sub-region.

g) Global Business Lab

Makerere University on behalf of CoBAMS and College of Computing and Information Sciences (CoCIS) signed an MOU with Global Business Labs to create an incubation lab for entrepreneurs. Global Business Labs is a Swedish company that aims at accelerating entrepreneurship globally. Through a global network of incubators, they strive to support driven entrepreneurs in building their ventures by providing infrastructure, coaching, knowledge and network to ensure faster time to market, faster growth and higher survival rate. The Lab creates a platform for research and international exchange for students and staff.

3.1 The Presidential Initiative for Science and Technology

The presidential initiative for science and technology has been implemented in the university over the past two years. The initiatives target three colleges: engineering design Art and Technology, Agriculture and Environmental sciences with a focus on food technology and business incubation; and College of Veterinary Medicine and biosecurity focusing on skills development for production and employment (SPEDA). Over the year under review progress continued towards innovations in all the three colleges as highlighted below

College of Engineering Design Art and Technology

The college showcased research and innovations progress under the initiative at the Annual Presidential Initiative workshop- Minister of Trade Hon. Amelia Kyambadde Officiated at the workshop.
For the year under review, highlights on turn key projects include:

1. **The Vehicle Design Project/ Centre for Research in Transportation Technologies (CRTT)**

The Vehicle Design Project has grown into CRTT and has received funding to the tune of UGX150 billion from the government. The money is spread over a period of 5 years. CRTT is applying contemporary technologies to develop sustainable transportation solutions for Uganda and Africa.

The vision of the project is to be at the forefront of research and development of green transport technologies in Africa, while its mission is to carry out research aimed at development of cost effective and environmentally friendly transportation technologies for Africa.

The project last year started working on another vehicle after the completion of the Kiira EV. This time round, the team is working on commuter vehicle - 36- seater bus code named KAYOOLA.

2. In addition, ground-breaking innovations like the **MakaPads** are ensuring that students in rural Uganda have access to free sanitary towels. Makapads are sanitary pads made from papyrus and paper waste. The fibres are beaten, dried and softened without the use of any electricity. They are assembled with moisture barrier and mesh covering. MakaPads are the only sanitary pads made in Africa, from local and natural materials, using local machinery in a cottage industry setup. The consequences have been a positive impact to society as: Schoolgirls have been able to access sanitary pads at a much lower cost. Economically disadvantaged people (especially single mothers, refugees, former abductees of LRA living with HIV/AIDS, privately sponsored Makerere University students and rural people) are employed in the various production processes.
3. The **Low Cost Irrigation Project**, which has designed a pump that will ensure that our farmers can produce crops all year round. The rainfall patterns have become unpredictable over the last few decades because of climate change. This has often resulted in frequent crop failure and widespread food shortages, famine, death and widespread poverty and thereby slowing development/ economic growth. Through this project farmers in rural areas have been helped to start irrigating their crops.

![Production drawing for the engine](image1)

**Production drawing for the engine**

![wooden patterns for engine](image2)

**wooden patterns for engine**

4. The **Community wireless Resource Centre Project**:  

The Community Wireless Resource Centre (CWRC) arose out of the need to reduce the high cost of internet connectivity in IDRC-supported telecentres in Uganda, and to explore optimal connectivity models such as sharing the existing bandwidth with neighbouring institutions via outdoor wireless networks. It was anticipated that by managing collectively the costs of connectivity at each telecentre, more institutions could get access to Internet without heavy initial investments in satellite hardware and subscriptions. The project has set up Telecentres in Kabale, Nakaseke District and Wakiso District.

5. **The Academic Records Management Systems (ARMS) Project**.

The ARMS Project is a premier Web Systems engineering research and development entity, actively promoting systematic, disciplined and quantifiable approaches towards successful development of high-quality and ubiquitous web systems. The arms project is nurturing patrons for eloquent and rational application of contemporary methodologies, tools, techniques and guidelines to meet unique requirements of web information systems for higher education institutions and E-governance among others. The ARMS Project is developing an End-2-End Academic Records Management System which is a scalable, robust, versatile, user-centric web based system designed to meet the information support needs of higher education institutions.
6. Centre for Research in Energy and Energy Conservation (CREEC) Project

CREEC is an organization for research, training and consultancy with four focal areas: bio-energy, solar PV, pico-hydro and energy management. Due to the low electrification levels in Uganda, most of households and businesses have no access to this modern type of energy.

This year, the team launched a Solar Energy Kiosk in Kabanga. The Energy Kiosk is an initiative to increase access to modern sources of energy. The kiosk offers the following services to the locals: renting of solar lanterns and DVD players, phone charging, internet access, printing and copy services. Solar panels are mounted on the kiosk.

The Centre is working towards reducing the usage of paraffin fuelled lamps to light people’s houses during night time for social activities, studying, cooking and income generating activities. These “tadoobas” are emitting harmful combustion gases and thereby creating indoor air pollution. Using solar photovoltaic systems to light houses and businesses may greatly increase indoor air and health of people involved. Also it creates independence from the unreliable electricity grid which suffers from power cuts due to various reasons.

7. Innovation Systems and Clusters Programme –Uganda (ISCP-U)

The main objective of the project is to make Uganda’s businesses more competitive locally and globally, through innovations as well as Cluster Initiatives which bring together geographically co-located firms. There are 22 operational clusters and 8 newly approved Clusters located all over the country with membership levels ranging from 30 to over 300 members, representing various sectors of the economy including agriculture, food processing, manufacturing, service sector and Information and Communication Technology. Given the opportunities for competitiveness and innovation and strategic linkages, cluster firms have been able to penetrate bigger and outside markets due to increased value addition, innovative interventions and research as well as process innovations. Clusters such as Fruits and Vegetable, Kayunga Pineapple, fish farming, garments and textile and basketry serve various export markets such as the UK, Rwanda, Congo, Sudan, Tanzania, and Kenya, Canada as well as the Local Tourist markets. Kayunga Pineapple Cluster also supplies fresh fruit up to 3 tonnes per month to the School of Food Engineering and Bio Technology. Other clusters include; Maize floor cluster, Lira bee cluster and Lake Katwe salt cluster.

8. Centre for Technology Design and Development (CTDD)

This Project was established in 2002. The main activities of CTDD are development and application of innovative technology, research and technology transfer with the aim of uplifting social-economic development of Uganda in sustainable manner. The CTDD is the backbone link between the community, industry and CEDAT. Although Uganda is endowed with abundant natural resources, poverty still persists, particularly in the rural areas. The Government of Uganda, over the past decade put in great effort to improve the standard of living of the rural communities. However, this effort has not been accompanied by a matching transfer of technology to the communities. The CTDD would like to develop capacity in technical, socio-economic, cultural and political aspects of technology transfer from other countries to Uganda, and also within different parts of Uganda.
3.2 The Food Technology and Business Incubation Centre (FTBIC)

The FTBIC has continued to develop a number of food value addition technologies that can be adopted by enterprises. The project offers opportunities for small scale processors to obtain technical support in food processing, marketing and management from the University. The project has four components that are in line with the overall goal and objectives of the technology and incubation centre.

3.2.1 Procurement and installation of machinery and equipment

In addition to equipment procured in the previous budgets for meat, dairy and fruit processing including analytical equipment for assessing the quality of food products, the Centre has continued to equip the pilot plant to expand processing capacity. The Food Processing Center has been equipped with machinery to boost research, incubation services and support to SMEs. Among the equipment procured and installed at the Centre is a mobile fruit processing plant to facilitate processing of fruits from production areas, the gable packaging line and a high capacity pulper. The centre is also in the process of procuring the steam boiler and the specifications have already been prepared. The procurement of this equipment offers a platform for students to venture into entrepreneurship. It has enabled incubatees with technical support to boost their capacity in production and development of new food value addition enterprises with commercialized products that have presence in leading retail outlets in the Country.

3.2.2 Expansion of incubator space and capacity

This sub component has had several challenges ranging from land wrangles and the contractors. The construction FTBIC centre initially was interrupted by land wrangles between the University and individual claimants. The University regained full ownership of the disputed plots 49 and 50 on which the project is being undertaken. This stalled the construction leading to loss of money paid to the Contractor for redundancy time. Even when the construction of the FTBIC phase I (processing units) resumed, the construction of FBTIC building had continued slowly due to slow pace of the contractor. So far, the foundation for the structures and the steel structure for columns were completed while the concrete base is about to be completed, the retainer wall foundation was completed and raised 2 meters from the ground and the contractor’s contract was extended to August 2013. However, there is still resurgence of claims on plot 49.

3.2.3 Incubation services

The incubation services has continued to focus on commercial production of value added foods based on technologies developed through student and staff research. The Centre has Enterprises undergoing incubation some of which have reached the growth phase. There are 12 Incubatee Enterprises that are producing a combined 26 different products being marketed in some of the biggest supermarket chains in
Kampala. The demand for some of the products has gone above the capacity of Incubator processing lines. This is a good indicator for the enterprises as they are set for graduation. There is continued presence of the Incubatee enterprises in the market with increased production. The Center has added a range of products on the market including breakfast cereal, weaning porridge and instance bean sauce. As a result of this progress, the Centre entered into a memorandum of understanding with the Police and UPDF to produce food rations.

3.2.4 Knowledge transfer partnerships
The Centre has continued to target building national human capacity in agro-processing, value-addition and entrepreneurship activities. The centre has participated in a number of local, national and international exhibitions and fairs including:

- National agricultural show organized by National farmers’ federation
- Science week exhibition organized by Uganda National Council for Science and Technology
- Cerebrating 90 years of Makerere University
- UMA Trade Fair October 2012.
- EAC JAMAFEST in Kigali Rwanda under the EAC cultural festival
- The UIA SME exhibition in Mbale 21st -23rd February 2013

Nationally, the Centre won the award for the best exhibitor (services) in the UMA trade fair 2012.

The Centre has also continued to partner with other organisations to impart skills for animal and plant food value chains. The Centre in partnership with Ministry of trade, Industry and Cooperatives trained 372 people in different value chains including food processors, extension workers, hoteliers, farmers, food distributors and supermarkets. The training involved sanitary and phytosanitary training in animal and plant food value chains.

3.2.5 Technology development
Initially, the mode of Research and Development (R&D) focused on teams with selected research areas to create synergies and improve outputs rather than individual scientists. This was intended to realize efficiency and effectiveness in research outputs. As such two research teams; The Food Technology and Nutrition team and the Agricultural and Bio-system Engineering team were working on fermented beverages and bio-system engineering. The team focused research had limitations in terms of delivering quick results and individual R&D projects were reintroduced. So far, 9 projects were selected for funding based on short term delivery of results including students’ projects for research. This is expected to produce more new technologies and deliver more interesting products for incubation and the market.

3.3 Skills for Production and Employment Development in Animal Resources (SPEDA)
The implementation of initiative through the Skills for Production, Employment and Development in Animal Industry (SPEDA) as an innovative alternative model of higher education for promoting skills, production, employment and development through animal resource value chains and industries has progressively improved intake of students in different animal resource value chains. The first intake had a total of 165 students admitted out of which 100 students had picked admission letters but 66 reported for training, completed core modules and were sent in the field for attachments under different value chains.

The second intake has so far admitted 70 students (youth) under different value chains. The students have been initiated to the program starting with cross-cutting courses in entrepreneurship & business planning. The admitted 70 students (youth) under different value chains are as follows;
<table>
<thead>
<tr>
<th>Value Chain</th>
<th>No. of students</th>
<th>Value Chain</th>
<th>No. of students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laboratory</td>
<td>13</td>
<td>Feeds</td>
<td>5</td>
</tr>
<tr>
<td>Meat production</td>
<td>4</td>
<td>Wildlife</td>
<td>3</td>
</tr>
<tr>
<td>Piggery</td>
<td>5</td>
<td>Apiary</td>
<td>3</td>
</tr>
<tr>
<td>Fish production</td>
<td>5</td>
<td>Poultry</td>
<td>10</td>
</tr>
<tr>
<td>Leather</td>
<td>8</td>
<td>Dairy</td>
<td>14</td>
</tr>
</tbody>
</table>

The reconstruction and rehabilitation of Nakyesasa farm to transform it into a modern skills and technology centre is ongoing. The stocking of cattle at Nakyesasa farm has continued to improve with the current herd of more than 70 cows and a number of specialized equipment, agricultural Tractor and its implements have been procured in line with training students in mechanized agriculture (maize for silage) under the dairy value chain.

3.4 Improving Science and Technology through Laboratory Facilities Development and Enhancement

The College of Engineering Design Art and Technology continued to equip her laboratories during the period under review. Through projects like Sida/SAREC, the Presidential Initiative on Science and Technology, MSI in Environmental Engineering, CREEC, NOMA, the following laboratories have been improved

- Telecommunications Laboratory,
- The environmental Engineering laboratory,
- The Mechanical Laboratory,
- Architecture studios and
- Re-equipping of computer laboratories.

**a) Solar laboratory construction completed**

The building, furnishing and procurement of testing equipment for CREEC’s solar PV laboratory The College of Engineering Design Art and Technology has successfully been completed. This is part of the five year solar technologies project awarded to CREEC under the Presidential Initiative Program of the College. The laboratory has been furnished with equipment like PV module analyser, battery charge professional, data acquisition station and light measurement equipment among others that enable the centre to test, label and certify a variety of solar PV products. This equipment was procured under the Presidential Initiative Fund with additional support from the Swedish International Development Agency (SIDA). In addition, projectors and screens have been mounted in the lecture rooms and the number of lecturers using advanced technologies in teaching and learning has increased by over 90%.

Baylor College of Medicine Children’s Foundation-Uganda (Baylor-Uganda) through the Supporting and Improving National Training Systems for health workers in Uganda (SAINTS) project donated equipment to College of Veterinary Medicine and Bio Security. This included 5 binocular microscopes, 2 centrifuges (8-tubes electrical) and an electrophoretic tank and power pack. This was part of Baylor-Uganda’s support to improve COVAB’s capacity to train medical laboratory personnel.

**b) Central Diagnostic Laboratory (CDL) improving university-led extension systems to farmers**

The College of Veterinary Medicine and Bio Security has improved extension system to farmers through the Central Diagnostic Laboratory (CDL). The establishment of this laboratory in collaboration
with the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) and with technical support for Japan International Cooperation Agency (JICA), COVAB can now carry out comprehensive diagnosis on animal diseases. With modern equipment and qualified staff at COVAB, comprehensive diagnosis of animal diseases is now possible. On average, the laboratory receives 60 animal samples a month from both farmers and field veterinarians in and around the central region.

The CDL compiles monthly reports for all the diagnoses and sends them to the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF). This information is then entered into the national data base for purposes of record keeping and surveillance of animal diseases in the country. Through the laboratory, comprehensive diagnosis on samples from different units such as bacteriology, virology, pathology, haematology, serology and parasitology can be done and farmers are now getting proper diagnoses. Thus, decision-making in regards to their animals has been made easier. The laboratory has helped to solve disputes between hatcheries and chicken farmers in regards to the origin of the birds’ disease.

c) Laboratory Training Programme at IDI

The IDI’s Laboratory training program at the College of Health Sciences has a Ministry of Health approved curriculum which gives knowledge and practical skills in Laboratory Technical Skills, and Leadership and Management. In the past 12 months, more than 600 laboratory technicians and managers had been trained from Regional Referral hospitals, District hospitals and lower level facilities. The trainees continue to receive on-site support and supervision in their home laboratories. Initial monitoring and evaluation of the training program’s impact on the skill and performance of those individuals, and further analysis of its impact on the clinical services they support, have proven the training package as remarkably effective.

In collaboration with Becton Dickinson (BD) and Accordia Global Health Foundation, a new training model has been introduced to provide a unique, high impact leadership and management capacity building program. This training is meant to increase the testing and quality capacities of laboratories in Uganda.

3.5 Makerere University –Sida Collaborative Research Programme

The university has benefited from the Collaborative research programme with Universities in Sweden supported by Government of Sweden. The programme enhances research and research capacity development through advanced degrees at PHD level, research environment with respect to the Library and reference materials, Quality Assurance and Information and Communication Technology. For the period under review 42 PhD students were enrolled in the six college research programmes as highlighted in the table 6
### Table 6 Research Programmes under the Makerere University –Sida Collaboration

<table>
<thead>
<tr>
<th>Unit</th>
<th>Research Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Agriculture and Environmental Sciences</td>
<td>Developing sustainable agricultural production systems through ecological resource management and value addition</td>
</tr>
</tbody>
</table>
| College of Humanities and Social Sciences | Enhancing capacities and capabilities in the humanities for sustainable livelihoods  
National and local responses to transformation for sustainable development |
| College of Health Sciences                | To consolidate and enhance the research profile of the MUCHS and the University and, to enhance transformation and utilization of research knowledge and innovations |
| College of Natural Sciences               | Enhancing Capacity in Basic Science Research and Training for Sustainable Development |
| College of Engineering Design Art and Technology | Sustain Technological Development in the Lave Victoria Region |
| College of Veterinary Medicine            | Capacity Building in Livestock Biotechnology, Production & Ecosystem Health towards Improving Livelihoods in Uganda’s Cattle Corridor and Northern Region |

### Research support under the Sida collaborative programme

<table>
<thead>
<tr>
<th>Unit</th>
<th>Research Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directorate of Research and Graduate Training</td>
<td>To improve SGS capacity to efficiently and effectively coordinate &amp; manage Makerere University research program supported by Sida to enhance strategic research and innovations for sustainable development</td>
</tr>
<tr>
<td>Directorate of Information and Communication Technology</td>
<td>Leveraging Makerere ICT services for research enhancement</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>The overall goal is to develop institutional capacity for quality assurance training and facilities to provide better and effective graduate training and research.</td>
</tr>
<tr>
<td>Library</td>
<td>Further Integration of ICTs in Makerere University Library Functions to Enhance Research</td>
</tr>
<tr>
<td>Gender Mainstreaming</td>
<td>Enhancement of academic and professional competences of female staff in public Universities and the generation of gender focused research for national development.</td>
</tr>
</tbody>
</table>

A total of 20 Postdocs, 102 PhDs and 44 Masters students have so far benefitted from this funding. These are spread in all colleges at Makerere University

### 3.6 Awards and Recognition for Research and Innovation

Research initiatives for staff and students in Makerere University have received national and international commendation through awards. Examples of these include:

a) Professor Elly Katabira, from the Department of Medicine, **College of Health Sciences** received international acclaim for successfully chairing one of the best-organized International AIDS Society Conferences in the history of this international forum. He also made history as the first African to chair this conference that took place in Washington DC, USA.

b) Charles Batte, a 24-year old 4th year medical student at Makerere University **College of Health Sciences** emerged winner of the stiffly-competed for ‘Your Big Year Competition 2012’, beating 60,000 competitors, to become the 2012 Global Ambassador for Social Entrepreneurship. Smaller
Earth’s ‘Your Big Year’ is a global talent programme that gives young entrepreneurs from around the world, the chance to win the unique year-long placement.

Mr. Batte’s involvement in social entrepreneurship is one of the elements that are being explored to improve medical training in Uganda; integration of social entrepreneurship in health sciences training to enhance creation of attachment to the communities’ health workers serve.

c) The IDI Research Longitudinal Cohort Unit was awarded the African Network for Drugs and Diagnostics Innovation (ANDI) Centre of Excellence award in October 2011. The Longitudinal Cohort Unit applied for this competitive award in order to join ANDI on the basis of the longitudinal research cohorts in place at IDI. ANDI is a research network established with the mission to promote and sustain African-led health product innovation to address African public health needs through the assembly of research networks and building of capacity to support human and economic development.

d) Professor Nelson K. Sewankambo, the Principal Makerere University College of Health Sciences received an award from Uganda National Council of Science and Technology (UNCST) for outstanding contribution to the development of research ethics in Uganda. This was at the 5th Annual National Research Ethics Conference (ANREC) 10-11 July 2012 in Kampala.

e) **Huawei Mobile Applications Challenge** Six Student Interns with the ARMS Project participated in the Huawei Mobile Phone Applications Challenge with a New Concept App named Destination Africa. This application was the best in the competition
Another agreement was signed with Huawei Technologies through which the company will provide scholarships and specialized ICT training to top performing students. So far, 10 students and staff members have received training at the Huawei Centre in Nairobi and 12 students participated in the Huawei Android Application Challenge winning various prizes.

f) **UCC ACIA Awards:** The iLabs@MAK Project, one of the innovative Projects in CEDAT, was awarded the best exhibitor, at the 2nd Annual ACIA awards. The day-long event, which took place at Serena Hotel, Kampala, attracted over 50 major players in Uganda’s communications sector. The Project exhibited a model for an Explosive Ordinance Disposal (EOD) robot, a device that aids by detecting and possibly disarming explosives.

![The iLabs team with the Minister of Information & Communication Technology, Dr Ruhakana Rugunda- Bomb detector innovations from the I- labs team](image)


g) The **College of Computing and Information Sciences** won the overall Academy Curriculum Excellence (CCNP East Africa) award during the Cisco Academy Conference, held in Dar-es-salaam. In addition, the College received two other recognitions - the Academy Learning Opportunity and CCNA Discovery Curriculum Excellence awards.

- During the 2012 Annual Communication Innovation Awards, Seth Muhairwe from CoCIS scooped the Student Research Award for the postgraduate level for designing a mobile application that monitors water levels in valley dams. The Artificial Intelligence Research Group (Ernest Mwebaze and Dr. John Quinn) was runner-up in the Rural e-services category. Their winning innovation was the mobile application designed to monitor crop diseases. In the Local Content category for Individuals and SMEs, Dr. Florence Tushabe was the runner-up for translating the VLC media player interface into Runyakitara.

h) To boost research output and chart out new areas relevant to national development needs, The **College of Health Sciences** put out calls to students to compete for research grants under the Medical Education for Equitable Services for All Ugandans (MESAU) initiative and 30 students successfully competed for grants amounting to USD 3,000. Research papers and evidence-based interventions are expected to come out of these research projects.

i) **Real Estate and Homes Expo** CEDAT on 3rd – 6th May 2012 participated in this 2012 Expo organized by Bulange Mengo and emerged the best exhibitor in the institutions of learning category. The college was represented by students from the Departments of Architecture and Physical Planning, Geomatics and land Management and CREEC.

The students exhibited various housing plans, models and surveying equipment. The students had good low–cost housing plans, which caught the interest of several government officers. CREEC
exhibited the improved Mwoto Stove. The stoves were greatly appreciated by both the public and the Minister of Lands, Housing and Urban Development, Mr. Daudi Migereko.

4. KNOWLEDGE TRANSFER PARTNERSHIPS

One of the University core function is knowledge transfer partnership. Under the function the university relates with community, national and international partners to address emerging socio-economic challenges. The partnerships advance academic development through enriching the curriculum, providing experiential learning to students and generating real time research ideas for staff and students. For the year 2012, key highlights under Knowledge Transfer Partnerships include the promotion of science and technology in secondary schools, community based initiatives and partnership for development. The adoption of the compulsory internship programme for students has expanded opportunities for pre-graduation employment recruitment.

4.1 Promotion of Science and Technology in Secondary Schools

a) The AGF Academy; Nurturing Africa’s next Nobel Prize winners hosted by the Department of Mathematics in the College of Natural Sciences. The academy brought together students aged 14 to 16 years from Uganda, Botswana, Kenya, Nigeria, South Africa and Zanzibar. The 50 students, 25 from the host country Uganda, were taken through a series of invigorating subjects on; the science and satellites, computer encryption and the mathematics of financial trading, by a host of tutors such as Dr. Simon Roberts and others from prestigious institutions like the Space Academy in the UK, Bletchley Park; the birthplace of modern computing and Cass Business School, London.

b) The Science and Technology Innovations Challenges2012 in the College of Engineering Design Art and Technology. As part of the on-going effort to promote science and technology incubation through problem based learning in Ugandan secondary schools, the iLabs@MAK Project held the Science and Technology Innovations Challenges. This involved 11 schools from 3 different regions of the country: Northern, Central and Western. Regional competitions were held, with the winners selected to participate in the Grand National Challenge. The schools showcased robotics projects and partook of a mobile phone quiz and an assembly/disassembly challenge. In addition to the support from the presidential innovations fund, iLabs@MAK obtained support from Huawei Technologies and Uganda National Council for Science and technology, which provided awards for the winning teams.

The Grand Challenge involved seven schools, Ntare School, Maryhill High School, King’s College Budo, Makerere College School, St. Mary’s College Kisubi, Dr. Obote College Boroboro, and Lango College. The schools presented one robotics project, and took part in the mobile phone challenge. St. Mary’s College Kisubi emerged victorious, winning the grand prize of a fully connected e-Laboratory with 20 computers, offered by Huawei Technologies.

c) High school teachers undergo training on Google tools. The College of Computing and Information Sciences trained 25 high school teachers in using different Google tools to facilitate the teaching of computing across different disciplines. The training, held from 21st – 22nd July 2012 was funded by Google under its initiative of CS4HS (Computer Science for High Schools) which promotes Computer Science and Computational Thinking in high school and middle school curriculum.

d) The Cultural ‘Boma’ this has been an ongoing programme since 2007, the College of Veterinary Medicine and Biosecurity in collaboration with North Dakota University has been running a Summer School which brings together students from the United States and those from Uganda to enable them experience Uganda through trainings in One Health, food production, food security & hygiene and
community and ecosystems. To mark the end of Summer School 2012, an initiative code named, ‘international cultural ‘boma’ was held at COVAB and it run for 3 days. The ‘boma’ is expected to become an annual event and is derived from an African word that implies the transfer of wisdom from the elders to the young in order to groom them into responsible citizens. Students from Uganda, Rwanda, Kenya, Tanzania, Ethiopia and the United States participated in the international cultural ‘boma’.

e) Positively engaging parents and the community in children’s learning

The Strengthening Parental/Community Participation in enhancing quality Education in Primary Schools in Uganda (SCOPPE) project sensitized and empowered parents and community leaders in Nakaseke and Mayuge districts to play a more proactive role in their children’s education through the use of six key messages and trained change agents. The messages focus on the importance of children (both girls and boys) attending school regularly, parents providing adequate scholastic materials to their children, the need to attend meetings and be involved in other school activities regularly by both parents and community members and the need for parents to visit their children’s school even when not invited. The SCOPPE project was funded by the Development Partnerships in Higher Education (DeLPHE) and was a collaboration of the School of Distance and Lifelong Learning with the Ministry of Education and Sports and the Department of Education Open University, UK.

f) Publishing for new readers

In a bid to support a reading culture and overcome the lack of appropriate reading materials for rural people, 17 titles of short stories for new readers were published in four local languages (Lugwara, Luganda, Luo and English). This was part of the Learning for Empowerment through Training in Ethnographic Research project funded by the DFID-British Council DELPHE. Other project activities included training adult literacy education Trainers of Trainers to be able to train adult literacy facilitators in methods of teaching literacy drawn from the reading and writing practices that go on in the community. The project was a collaboration of the School of Distance and Lifelong Learning with the Centre for Lifelong Learning and Department of Adult and Community Studies, Kings College London, Institute of Education, London, University of KwaZulu-Natal in South Africa, and University of Addis Ababa in Ethiopia.
Similarly the **College of Humanities and Social Sciences** developed a collection of 100 folktales from diverse cultures in the country and a ‘gem’ for enthusiasts of cultural studies and scholars of orature in a book entitled “Traditional Wisdom: Folktales from Uganda”.

The book is a result of the research carried out on the folklores of the people of Uganda in a project that started in 2007. According Dr. Sr. Dipio, the main objective of the project was to document and disseminate the richly imaginative cultural forms of Ugandan people, using a multi-media approach. The themes in the stories in the book could ring a bell on contemporary issues. There are stories touching on themes such as treachery, greed, betrayal and the price one pays for each of these is almost universal vice. Some stories explain how and why things are the way they are today. The importance of patience, wisdom, diligence, discipline, and hard work is also stressed in some stories.

**4.2 Community Based Initiatives**

**a) Environmental Health Students Tackle Environmental Pollution as a Key Causal Factor in Climate Change** The Makerere University Environmental Health Students Association (MUEHSA) held their Annual Scientific Conference 12th-13th April 2012 on the theme, ‘Environmental Pollution: A Key Factor to Climate Change and its Impact on Health’. The conference opening ceremony was performed by the Dean School of Public Health, Associate Professor William Bazeyo. The conference key note address was delivered by Mr. Emmery Mbaha, Senior Environmental Health Officer in the Ministry of Health.
b) The Pharmacy Students Extend a Helping Hand to Kiboga Residents under their umbrella association, Makerere University Pharmacy Students Association (MUPSA), pharmacy students carry out a community outreach program every year. This reporting period, with the help of Federation of International Pharmacists (FIP), the students organized a community outreach program in Kiboga District, on T.B awareness, HIV/AIDS counselling and testing and de-worming of residents.

c) College of Health Sciences Students Mobilise Counterparts from other Universities for a Medical Camp in Masulita, Wakiso District
July 2012, it was the turn of Kireka residents to smile as salvation for them came in the shape of free medical and dental services by the students. Working in partnership with TASO-Mulago and Miracle Centre Church- Kireka, the students conducted a free medical camp for the residents of Kireka near Kampala. The grounds of Miracle Centre were alive with people seeking the free medical care courtesy of this partnership. Over three hundred and twenty adults and children benefited from the free services offered. The services included dental, medical, cancer awareness and screening, HIV testing and counselling. Over the year, such activities and services have become a core element of the students’ learning and service to community.

d) The Community and District Empowerment for Scale-up
The Community and District Empowerment for Scale-up project (CODES) is a five-year project funded by the Bill and Melinda Gates Foundation through UNICEF to reduce pneumonia and diarrhoea among children in high burden districts. It is being implemented in two phases; the first is a proof of concept for two years in five high burden districts. This phase will potentially be followed by a scale up of the project to thirty-two other high burden districts in Uganda.

e) Ugandan, Swedish and American Students Work together to Provide Free Dental Services
The Department of Dentistry cooperates with international training institutions through student exchange of experiences in a community setting. Two students in their final year at Karolinska University, Faculty of Dentistry came to Uganda and worked on dental research projects with their Ugandan counterparts at a site in Kawolo, Mukono district which involved research and oral health education for two weeks. It benefitted two primary schools in the community, and the students from both institutions. At the same time, three students from the University of Washington had an experience in dental pathologies at the Mulago National Referral Hospital and outreaches in the community of Kakooge, Nakasongola district with some of the local dental students.
f) **Public Interest Law Clinic (PILAC)**

School of Law launches the Public Interest Law Clinic (PILAC): the clinic was designed to teach law, particularly public law including human rights, using a practical and hands on experiential approach. The course is intended to demonstrate to students the practical working of the law and to equip students with skills to use the law to solve problems that communities, especially the vulnerable, face and ones which affect their quality of life. Among its activities is the Community Law Programme and Mobile Law Clinic under which PILAC takes students to communities to engage in legal literacy activities and gives legal advice using lawyers. The Programme entails harnessing the legal skills of students to educate communities on the law, emphasising the legal rights of individuals and the avenues they can use to enforce those rights.

g) **The College of Humanities and Social Sciences launches the Makerere University Regional Psycho-Trauma Centre**; a multi-disciplinary team of experts from the School of Psychology, School of Liberal and Performing Arts, Margaret Trowel School of Industrial and Fine Arts and the Department of Performing Arts and Film launched the Makerere University Regional Psycho-Trauma Project. The project that will last five years is aimed at addressing psycho-trauma related challenges in the East African region, South Sudan and Eastern DR Congo through a Psycho-Trauma Regional Centre to be located at Makerere University.

h) **AfriChild Centre**

The Department of Social Work and Social Administration in the School of Social Sciences in partnership with Child Fund International, the Ministry of Gender, Labour and Social Development, TPO and Columbia University set up an AfriChild Centre of Excellence aimed at pursuing a research
agenda on children in adversity. The Centre is also aimed at building the human resource capacity for workers in the orphans and vulnerable children sector. The project is linked to the efforts to revise university curriculum to make it more responsive to the needs of the clientele.

i) The Makerere Education Students Association (MESA) organized the first ever public dialogue on the situation of the Uganda teacher on 15th November at the School of Education. The dialogue themed, “Uganda at 50, where is the Ugandan teacher?” was opened by the Minister of Education and Sports Hon. Jessica Alupo. The dialogue aimed to generate opinions on the state and condition of the Ugandan teacher, 50 years after independence. Panellists included; the General Secretary UNATU (Uganda National Teachers’ Union) Mr. James Tweheyo, the Head teacher Kitante Hill School, Ms. Rose Izizinga the Coordinator CTLS.

j) Health systems Management Fellowship Program Launched at MakSPH

This year, the School of Public Health launched a fellowship program in health systems management aimed at building and strengthening capacity, specifically competencies for senior managers working in health systems.

The work-based fellowship will create opportunities for professional development as well as create a sense of professionalism. The fellowship program is implemented by Makerere University School of Public Health, Institute of Tropical Medicine (ITM) - Antwerp Belgium, Ministry of Health Uganda and the Uganda Public Health Specialists Association.

k) Building Capacity in Somali land

COVAB, in partnership with the Inter-Governmental Authority on Development (IGAD) are working together to build capacity of the Veterinary Profession in Somali Land in Sheik Technical Veterinary School (STVS), which is now affiliated to COVAB. There are currently 10 students from STVS supported by IGAD on the Bachelor of Veterinary Medicine Program at COVAB.

Due to the instability in the Somali region for the last 20 years, there has not been any training of Animal Scientists. COVAB realised that there was a gap and jumped in to build capacity in 2006 with the help of Telenova. Both COVAB and STVS developed a joint curriculum. Currently, 80 students enrolled at STVS will receive awards from Makerere University.
4.3 Partnership in Development: Makerere University, the Media, National and International Partnerships

The University recognizes partnership as an avenue for advancement advocacy and networks. The partnerships highlight the successes, achievements and challenges that the university faces as it repositions itself to meet emerging societal development needs. Over the year under review, the media, the legislature, the private sector, local government and international bodies. International partnerships that are in several cases operationalised through memoranda of understanding further define the international character of the university. However unique to calendar year 2012, is an attempt by the university to engage with local agencies as partners in development; highlighted below is a snapshot of these engagements.

Minister Nyiira pledges Government support for MAK innovations

The Minister was on 3rd February 2012 meeting Makerere University top management and officials from the of Colleges of Agricultural and Environmental Sciences (CAES) and that of Veterinary Medicine, Animal Resources and Bio-security (COVAB) to discuss how the university can partner with government to enhance agricultural and livestock development.

The minister later toured facilities in the two colleges including research laboratories, the Food Technology and Incubation Centre, the Food Parlor and the AFRISA Secretariat where he lauded the University for the Job well-done and the academics for challenging those that thought they were not practical.

Visit by Parliamentary Committee on Science and Technology

The Parliamentary Committee on Science and Technology visited Makerere University to monitor, evaluate and assess research programmes being undertaken by the University. It further assessed the mechanisms established by the university to ensure that research translates into development at all levels and the challenges the institution is facing in achieving its research and development objectives. The Committee appreciated the level of research programs at Makerere University and called for increased networking between the University and Parliament.

KCCA in Keep Makerere University Clean Campaign

Makerere University launched the "Keep Makerere University Clean" campaign. The LC5 Councilor Makerere University who also doubles as Kampala Capital City Authority (KCCA) representative to the University Council, Mr. Luyiga Bernard, welcomed the area Member of Parliament, Hon. Sebuliba Mutumba, the delegation from KCCA, and the University Secretary, Mr. David Kahundha-Muhwezi to the launch. Mr. Luyiga applauded the students for turning up in large numbers and reminded them that they were the primary contributors to the success of the campaign. Councilor Luyiga also commended the exemplary leadership of the current Executive Director of KCCA, Ms. Jennifer Semakula Musisi.
Crane Bank Opens Branch at Makerere

The Vice Chancellor of Makerere University, Professor John Ddumba-Ssentamu officiated at the opening of a new branch for Crane Bank at Makerere University, Senate Building.

The opening of the Crane Bank branch presents an opportunity to staff and students to access banking services at extended working hours, a forex bureau, an exclusive counter for members of staff and two Automated Teller machines (ATMs). Crane Bank joins Stanbic Bank and Dfcu Bank to bring banking services closer to the university community.

Media Briefings

A representative team of the Media and Makerere University cut a cake to celebrate and cement this positive working relationship between Makerere University and the Media.

Makerere awards Stephen Kiprotich’s Olympic efforts

ASP Stephen Kiprotich (R) receives a dummy cheque from the Chairperson Council Eng. Dr. Charles Wana Etyem in recognition of his Gold Medal winning performance at the London Olympics.
School of Liberal and Performing Arts activities in the year under review included coordinating a Youth Theatre Programme with a collage of seventeen stories of youth told through music, dance, storytelling and drama production. The programme supported by the Danish Centre for Culture and Development and the Royal Danish Embassy was aimed at promoting talent among less privileged youth in the country, mainly those out of school.

Makerere University Klaus Wachsmann Music Archives (MAKWMA)
Advances were further noted in MAKWMA, named after the late Prof. Klaus Wachsmann, the first curator of the Uganda Museum and ‘father’ of ethnomusicology in Uganda, is a multimedia archive and resource centre for traditional, popular and art music, recited word, dances and stories and recollections of musicians and dancers in Uganda. Established by Dr. Sylvia Nannyonga - Tamusuza in 2009, MAKWMA is a response to the urgent need to collect, preserve, promote and develop Uganda’s music, dance and cultural Heritage. MAKWMA has collections from four major regions in Uganda and has also repatriated collections from the UK and South Africa. Focus in next five years is to develop MAKWMA to international standards of storage controls, archival, systems, enlarging its collections, repatriation of collections, returning archives to communities as well as research and publication.
Former Malaysian Prime Minister meets Makerere university management

The former Prime Minister of Malaysia, met members of Management, staff and student representatives. The former Prime Minister is credited with providing the critical leadership that accelerated Malaysia's transformation from a predominantly agrarian economy into an industrial powerhouse. He shared his thoughts on the potential of oil wells in escalating a country’s development although the oil reserves were small, he called on the academia to participate and learn every aspect of oil exploration and production. In attendance was also Hon. Ephraim Kamuntu, Minister of Water and Environment and an alumnus of Makerere University.

MAK MoU with Total E&P Uganda

On 15th May 2012, Makerere University signed a three year Memorandum of Understanding with Total E&P Uganda, to collaborate in the area of promoting education and development. Makerere as an academic institution has technical and scientific knowledge in a variety of fields. Total E & P Uganda is engaged in the exploration and development of petroleum resources in Uganda.

At the same function, Makerere also signed a MoU with Total Professeurs Associes (TPA), a non-profit association offering courses covering all aspects of the oil industry. TPA aims at building bridges between the oil industry, major universities and governmental institutions.

The collaboration will see students benefit from internships at the company offices, scholarship programs for four graduates from Civil and Electrical Engineering at the French Institute of petroleum, starting September 2012. Two university students will also participate in discussions and forums on energy business issues at the Total Summer Scholl in Paris. There will also be education and energy seminars for university professors specializing in sciences related to energy business or economics.

Makerere University (CAES) signs MoU with Tottori University

Makerere University signed a Memorandum of Understanding (MoU) with Tottori University (Japan), stipulating collaboration in the area of student exchange programmes. Tottori University has been seeking to establish an education and research base in East Africa. This coincided with the goal of Makerere University to conduct education and research exchanges with a University in Japan, under the College of Agriculture and Environmental Sciences (CAES). The two universities will promote joint agricultural research alongside student and academic exchange programs. The collaboration will also present an opportunity to Makerere University students to acquire knowledge and skills from Japan.
Vaal & Makerere Universities Partnership

A delegation from Vaal University of Technology-VUT (South Africa) comprising of Prof. Peter H. Omara-Ojungu-Principal, Ekurhuleni Campus and Prof. Gordon Zide-Deputy Vice Chancellor-Governance and Operations paid a courtesy call on the Vice Chancellor Prof. John Ddumba-Ssentamu on Thursday, 22nd November 2012.

On Wednesday 21st November 2012, the delegation whose major interest is to explore prospects of partnership and collaboration with Makerere University’s Science and Technology learning units visited and held meetings with the College of Natural Sciences and the College of Computing and Information Sciences. Prof. Peter H. Omara-Ojungu and Prof. Gordon Zide also made presentations to Staff on; “Trends and Challenges in South African Higher Education System and Excellence in University Governance” in the Conference Hall, Level 4 Senate Building.

Capacity Building Training for National Staff of the United Nations Mission in South Sudan

The Centre for Lifelong College of Education and External Studies extended its operations to South Sudan for the first time after having successfully bided to provide capacity building trainings to administrative staff of the United Nations Mission in South Sudan (UNMISS). Three training workshops were conducted in August and October in Malakal and Juba respectively. The trainings aimed to build the capacity of national staff of UNMISS to perform better in their current functions as well as successfully compete for jobs outside the United Nations

Makerere University has had a growing number of partnerships over the years, among others below are some of the other Memoranda of Understanding that the university has signed with her partner institutions in 2012:
Table 7: Memorandum and Partnership Agreements 2012

<table>
<thead>
<tr>
<th>PARTIES</th>
<th>CONTRACT/AGREEMENT</th>
<th>UNIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mak &amp; Patan College of Health Sciences</td>
<td>Consortium Agreement, for Project No. 220603</td>
<td>CHS</td>
</tr>
<tr>
<td>The Ministry of Health of the Republic of Uganda and Mak and Centres for Disease Control and Prevention (CDC) and the University of Washington</td>
<td>The Data Use Agreement</td>
<td>General</td>
</tr>
<tr>
<td>Mak and The Board of Regents of the University System of Georgia, Valdosta State University, Valdosta, Georgia, USA</td>
<td>International Cooperative Agreement</td>
<td>General</td>
</tr>
<tr>
<td>Mak &amp; Agency for Accelerated Regional Development (AFARD)</td>
<td></td>
<td>CAES</td>
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<tr>
<td>Mak &amp; RENU (Research &amp; Education Network for Uganda)</td>
<td>“Africa Connect Advance Payment Agreement”</td>
<td>DICTS</td>
</tr>
<tr>
<td>Mak &amp; GIZ and CEval GmbH at Saarland University, Germany</td>
<td>Developing a Masters Programme in Evaluation (blended learning format)</td>
<td>CoBAMS</td>
</tr>
<tr>
<td>Mak &amp; Grand Challenges Canada</td>
<td>Research Grant Agreement No. RS-0145</td>
<td>CHS</td>
</tr>
<tr>
<td>Mak &amp; The Board of Regents of the University System of Georgia, The University of Georgia</td>
<td>International Cooperation Agreement</td>
<td>General</td>
</tr>
<tr>
<td>Mak and The Board of Regents of the University System of Georgia, The University of Georgia, Athens, Georgia, USA</td>
<td>International Cooperative Agreement</td>
<td>General</td>
</tr>
<tr>
<td>Mak &amp; AERC</td>
<td>Service Agreement No. AS13U03</td>
<td>CAES</td>
</tr>
<tr>
<td>Mak &amp; Univ. of Zimbabwe</td>
<td>Sharing Growth through the Informal Sector</td>
<td>CoBAMS</td>
</tr>
<tr>
<td>Mak &amp; The University of Western Ontario, London, Canada</td>
<td></td>
<td>General</td>
</tr>
<tr>
<td>Mak &amp; IDRC</td>
<td>Research Support Grant Agreement No. 106540-015</td>
<td>CoBAMS</td>
</tr>
<tr>
<td>Mak &amp; AERC</td>
<td>Operating Grant Agreement to support the MA Economics Programme</td>
<td>CoBAMS</td>
</tr>
<tr>
<td>Mak &amp; The University of Turin</td>
<td></td>
<td></td>
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<tr>
<td>Mak &amp; Confucius Institute Headquarters of China</td>
<td>Establishment of Confucius Institute at Mak</td>
<td></td>
</tr>
<tr>
<td>Mak &amp; African Economic Research Consortium</td>
<td>Service agreement</td>
<td>CAES</td>
</tr>
<tr>
<td>Mak &amp; the University of Wyoming</td>
<td>Subcontract agreement</td>
<td>CAES</td>
</tr>
<tr>
<td>Makerere and Belgorod State Technology University of Russia</td>
<td>To enable the two universities collaborate in the areas of research, training, and staff and student exchange. CEDAT has already admitted students on behalf of Belgorod.</td>
<td>CEDAT</td>
</tr>
</tbody>
</table>

Other regional and national partnerships include:

1. Collaborative research with the Schools of the Built Environment at Ardhi University, University of Dar-es-Salaam and University of Eduardo Mondlane. CEDAT
2. Joint PhD supervision with Professors from universities in Sweden, Lund, LTH, and Blekinge.
3. Joint master’s programme in Urbanism with five universities of Makerere, Ardhi, Addis Ababa, Jomo Kenyatta and Nairobi University all under the NOMA programme.
4. The Counselling and Guidance Centre is partnering with the Uganda Insurers Association (UIA) and the Institute of Youth Employment Studies (IYES) to provide career guidance.
5. Corporate companies have recruited final year students in the College of Engineering Design Art and Technology. Some of these companies include Roofing Rolling Mills Ltd, which recruited 12 students, Schlumberger which took two students, Total E&P which has taken two students for
summer school in France, Halliburton which employs about 5 of our students, among other companies.

6. CoBAMS: collaborative Master of Arts (Economics) with support from the African Economic Research Consortium (AERC, Nairobi); Master of Arts (Economic Policy Management) with support from the African Capacity Building Foundation and the Joint Japan/World Bank Graduate Scholarship Program; the Master of Arts (Gender Analysis in Economics) with support from the United Nations Development Programme (UNDP), collaborative Bachelor of Statistics and Master of Statistics.

7. CoBAMS’ Center of Population and Applied Statistics (CPAS) in research collaboration with the French Embassy in Uganda, the French Institute of Research and Development (IRD) and the Centre for Population and Development (CEPED).

8. Master in Public Infrastructure Management (MPIM). Makerere University signed an MOU with the Pan African Capacity Building Programme (PACBP) to train Public Managers and Supervisors of infrastructure works from the Anglophone East African region on a Masters degree in Public Infrastructure Management (MPIM). The MPIM is a Pan African Capacity Building Programme (PACBP), supported by the Development Bank of Southern Africa (DBSA), the Industrial Development Corporation (IDC) and the French Agency for Development (AFD) on one hand, partnering with 3 African Universities – University of Pretoria (South Africa), Makerere University (Uganda), and the University of Dakar (Senegal). CoBAMS, School of Business on behalf of Makerere University hosts this programme with support from the Schools of Engineering and Social Sciences.
5. ACADEMIC SUPPORT ENVIRONMENT

5.1 Library Services

The main goal of the Library is to improve efficient provision and utilization of library services as it is the heart of the institution and an engine for research. One of the biggest achievements of the Library this year was the commissioning of the Makerere University Library extension on 29th October 2012 by H.E. the Vice President of the Republic of Uganda, Hon. Edward Kiwanuka Ssekandi. The extension will provide an additional 8,000 sq meters of space and was constructed from internally generated funds. It is fitted with state-of-the-art facilities like research commons and ICT infrastructure.

The College system has consolidated library services at the College level. Several Colleges enhanced library services as highlighted below:

i) The newly formed **College of Natural Sciences** library has a collection of approximately 25,000 information materials constituting of monographs, journals, serials and archival materials as a result of a merger of three smaller departmental libraries and deployment of a professional librarian. This year, the library embarked on the activity of processing scientific information in its collection in order to ease access for its users. The library processing is done using open source software called *librarything*. At the moment 2,548 materials can be accessed online on the CONAS library website, on the CONAS webpage under special facilities.

ii) The merger between the former Institute of Statistics and Applied Economics Library and former Faculty of Economics and Management (FEMA) Book Bank generated a large collection for students. The **College of Business and Management Sciences** generated new additions through purchase and donations from different College partnerships with the African Capacity Building Foundation (ACBF), African Economic Research Consortium (AERC), United Nations Development Fund (UNDP); and government institutions such as Uganda Bureau of Statistics (UBOS) and Ministry of Finance, Planning and Economics Development. Target areas include gender, economics, statistics and research methods. In addition, access to a new online resource identified by the School of Business on “Marketing and Management” featuring online talks (*podcasts*) from leading experts was paid for by Makerere University Library (Maklib) under the Sida-Library project for 2013. Makerere University community can access this database both on campus and off-campus through this website address ([http://hstalks.com/go/browse](http://hstalks.com/go/browse)).

Library Services within the University are operationalised based on the milestones outlined in the University Strategic Plan 2008/09-2018/19. Below is a table showing other achievements vis-a-vis set milestones in the year 2012.
<table>
<thead>
<tr>
<th>Narrative Summary</th>
<th>Milestones</th>
<th>Achievements Made in 2012</th>
</tr>
</thead>
</table>
| Implementation of Virtual library system modules: circulation, cataloguing,     | All modules functional by the end of 2012                                 | • There are currently 265,073 titles (397,629 copies) of books and 10,378 journal holdings accessible via MakULA. Out of these, 10,535 records are books and 4051 journals entered in 2012.  
<p>| acquisition.                                                                    |                                                                           | • 1680 titles (4380 copies) were ordered through the acquisitions module in 2012.                                                                          |
|                                                                                 |                                                                           | • Online Circulation module was implemented in the main library and in five branch libraries, i.e., CoBAM, CHUSS, CEDAT, CHS, ČAES and MISR. |
|                                                                                 |                                                                           | • 3 book check machines installed at main library and 2 at branch libraries.                                                                         |
|                                                                                 |                                                                           | • Currently 10, 830 books in IDA and Law with Tuttle tapes. 830 tattle tapes inserted in books during 2012.                                              |
| 600 Computers and 640 data points                                               | Computers procured and data points established by the end of 2012 (after  | • LAN and OPAC terminals were extended to the 2nd Library Building Extension in 2012.                                                               |
|                                                                                 | Carnegie funding)                                                         | • 300 computers bought and engraved under the Carnegie project.                                                                                           |
| Local databases (AIM, DATAD, and USDL) records increased.                        | 500 records added annually in each of the local databases.                | • There are currently 49,701 entries in the card master. 11,498 of the records were entered in 2012.                                                    |
| Re-packaged information resources for institutions with limited bandwidth.       | 5000 copies of Digest distributed annually to rural health units (if funds | • There are currently 2520 materials visible in USDL. 768 of the records were entered in 2012.                                                        |
|                                                                                 | allow)                                                                    |                                                                                                                                            |
| Training programme for other public/private universities and research institutions. | The number of requests for Document delivery increased annually            | • 1600 copies of the Uganda Health Information Digest were produced and distributed by the Medical Library in 2012.                                    |
| Library Utilization strategy adopted university-wide: 24 hour operation during   | Library space re-organised for optimal utilisation in the Main and         | • 107 articles were delivered to users under EDDS.                                                                                                     |
| peak periods; Formulation of library utilisation strategy by 2012                | branch libraries by 2012                                                  |                                                                                                                                            |
|                                                                                |                                                                           | 35 Librarians from CUUL and PERI institutions were sensitized the usage of E-resources from Makerere University.                                           |
| Attain seating ratio of 1 Chair: 5 Library in the main library, 4000sqm of     | completion of the 2nd half of the Main Library Building extension by 2012  | • Book Bank books were merged for optimal utilization: Agricultural Extension collection was merged with Forestry and in the School of FEGS; Animal Science was merged with Soil Science and crop Science. |
| space                                                                           |                                                                           | • Book Bank books of former IACE merged with those of former School of Education                                                                      |
|                                                                                |                                                                           | • Books of EASLIS merged with those of Computer Science                                                                                        |
|                                                                                |                                                                           | • In CONAS, all departmental book banks were merged into two libraries of Physical and Biological sciences.                                                |
|                                                                                |                                                                           | • In 2012, Library space increased by adding 4,000 sq. Metres.                                                                              |
|                                                                                |                                                                           | • The ground flow of the 2nd Library extension provides a 24/7 reading space during examination period.                                               |
|                                                                                |                                                                           | • 3 College Libraries extended opening hours: CoBAMS closes at 9pm during weekdays and at 2pm on Saturdays; CoCIS opens on Saturdays.                  |</p>
<table>
<thead>
<tr>
<th>Narrative Summary</th>
<th>Milestones</th>
<th>Achievements Made in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhancing access to quality information resources by all stakeholders</td>
<td>Strengthening the capacity of the library in the provision of services</td>
<td>• 150 seater Learning Commons and 150 seater Research Commons were completed in 2012.</td>
</tr>
<tr>
<td></td>
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<td>• A multimedia unit and a power point room were set up</td>
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<tr>
<td></td>
<td>Providing for the special needs of gender</td>
<td>• 1 Library staff attained a PhD degree</td>
</tr>
<tr>
<td></td>
<td>Providing for the special needs of users with disabilities</td>
<td>• The only mother’s recreation room at Makerere University for expectant users and staff was set up in 2nd Library building extension;</td>
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<tr>
<td></td>
<td></td>
<td>• ICT facilities for users with disabilities have been strategically located on the ground floor of the 1st Library extension;</td>
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<tr>
<td></td>
<td></td>
<td>• more toilet facilities including the only ones built according to international standards for users with disabilities.</td>
</tr>
<tr>
<td>To enhance collection development and sustain library resources and facilities</td>
<td>Increasing the Library collection</td>
<td>• Currently, there are 225,976 copies of Book Bank books. 411 titles (719 copies) of Book Bank books were acquired in 2012.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 163 print journals were acquired in 2012.</td>
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<td></td>
<td></td>
<td>• Trials of 3 databases and 1 E-book database were made in 2012. TEEAL was acquired for CAES</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ‘CoBAM’s Marketing and Management Collection Database’ (Online Talks-podcasts) on trial.</td>
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<tr>
<td></td>
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<td>• Currently there are 49 journal databases with 28,000 journal titles. 1 journal database was added in 2012.</td>
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</table>
5.2 Physical Facilities

Estates and Works Department

The Department of Estates and Works is the technical department of Makerere University, responsible for performing: the maintenance and upkeep of the entire University infrastructure, the execution of minor civil, electrical and mechanical engineering works, the supervision of capital project, the custody of the University property; its the technical Arm of University Management.

The Estate and Works Department mission is to develop and provide professional, cost effective dependable as well as efficient physical infrastructural system to enable Makerere University Community and the public at large a conductive academic living environment.

1. The Department vision is ‘to be a vibrant, reliable and custodian of infrastructure services’, this has enhance the academic environment and also contributed to innovations in maintenance, design of new products. During the year under review the department in fulfillment of her mandate was able to maintain the university physical plant and make infrastructure improvements. This is despite the challenges of aged infrastructure, inadequate staffing and funding.

Key achievements for the period under review include:-

- A new wing of library extension was commissioned
- The dilapidated Department of Botany roof structure was re-roofed
- A new 500KVA generator was installed at FCIT Extension Building
- 6 nr staff houses including the 9-apartments Mugenyi flat were renovated
- Over 80% of construction of 1.2 Km of University Road was achieved
- 15nr New street signage were fixed along the university road network at main Campus
- Two 180m3 disused reservoir tanks at Observatory hill were repaired and put back in the system
- The main administration Building was renovated
- Arts, Social Sciences and Lincoln Flats buildings were repainted
- 80% of phase 1 of renovation of Toilets and plumbing systems in selected student halls of residence of CCE, Mitchell, Lumumba, Uh, Nkrumah, Nsibirwa and the administrative buildings of Arts, Social sciences, Education, MDD, Physics, Agriculture and EASILS was undertaken and the sanitation situation improved
- Construction work on Food Science and Technology Incubation Centre resumed

In addition,

a) The three plots of land that constitute Makerere University Campus have been amalgamated into one plot and the certified deed plans have already been issued from the Lands Office. And currently following up the process of updated the land title.

b) The project for installation and construction of pillars around the boundary of main campus is currently on going.

c) Developing and generating of the GIS land database for all Makerere University land in the country.

d) The housing section carried out a verification exercise for all university tenants and also assessed the condition of the all the housing units.
Capital Development Achievements in Pictures

Photo 1: Newly Commissioned library Extension

Photo 2: Installed generator at ICT Building

Photo 3: Road Works on University Road

Photo 4: Renovation of Main Building

Photo 5: Re-painted Social Sciences Building

Renovation of Staff Houses- Mugenyi Flats

Photo 7: Commissioning of 2 Reservoir Tanks

Newly renovated Units in Halls of Residence
5.2.1 Other Physical Facilities in Academic Units

i) COVAB Skilling and Business Incubation Centre at Nakyesasa

Renovations of the old buildings at Nakyesasa Farm, the 200 acre farm land to the College of Veterinary Medicine and Bio Security under the Presidential Initiative for Science and Technology. The renovations are part of a comprehensive plan to turn Nakyesasa into a well-established skills development centre. The centre will house an administration block, hostels for students and a unit for each of the programs that are taught under the AFRISA platform. The centre will be used to equip students with skills that they can use to set up their own businesses. The centre will also be used to develop business for the products that will be manufactured during the learning process.

ii) The Ruth Keesling Wildlife and Gorilla Tourism Center

Phase one of this center, The Ruth Keesling Wildlife and Gorilla Tourism Center, College of Veterinary Medicine and Bio Security involving the converting of former animal houses into lecture rooms, laboratories and offices was completed. The center is being developed as a destination for scientists and researchers in wildlife and those who want to be guided before travelling to see gorillas. The aim is for them to be given an experience as though they were actually visiting the gorillas in the wild. The project is funded by the Morris Animal Foundation (MAF), which is a major funder of the Mt. Gorilla Veterinary Project (MGVP), an independent NGO. Both MGVP and Mt. Gorilla Conservation Fund (MGCF) are committed to support the wildlife center at COVAB. The initiative will strengthen wildlife education, and gorilla tourism. This will in turn establish COVAB as a regional hub in the area of wildlife research.

iii) IDI to build learning centre

The Infectious Disease Institute (IDI) at the College of Health Sciences Makerere University on 18th April 2012, held a ground breaking ceremony for the construction of a state of the art Learning Centre. The Centre, expected to be completed at a cost of US $6m, will be located along University Hall Road next to Pharmacology building. According to Dr. Alex Coutinho, Director of IDI, the learning centre will use face to face and distance learning technologies, and will serve both local and international needs of students. It is to be built in three phases. The first phase will cost $3.5m and will last two years.
5.3 Human Resource

The university had had a number of updates in the Human Resource area.

Table 8 Academic Staff in Makerere University December 2012

<table>
<thead>
<tr>
<th>College</th>
<th>Prof. F</th>
<th>Prof. M</th>
<th>Assoc. Prof F</th>
<th>Assoc. Prof M</th>
<th>Senior Lecturer F</th>
<th>Senior Lecturer M</th>
<th>Lecturer F</th>
<th>Lecturer M</th>
<th>Asst Lecturer F</th>
<th>Asst Lecturer M</th>
<th>Teaching Assist F</th>
<th>Teaching Assist M</th>
<th>TOTAL F</th>
<th>TOTAL M</th>
</tr>
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<tbody>
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<td>CAES</td>
<td>1</td>
<td>17</td>
<td>4</td>
<td>19</td>
<td>4</td>
<td>18</td>
<td>18</td>
<td>23</td>
<td>12</td>
<td>38</td>
<td>3</td>
<td>9</td>
<td>42</td>
<td>124</td>
</tr>
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<td>CEDAT</td>
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<td>2</td>
<td>0</td>
<td>8</td>
<td>4</td>
<td>16</td>
<td>8</td>
<td>27</td>
<td>16</td>
<td>47</td>
<td>3</td>
<td>18</td>
<td>31</td>
<td>118</td>
</tr>
<tr>
<td>CEES</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>11</td>
<td>12</td>
<td>25</td>
<td>16</td>
<td>30</td>
<td>2</td>
<td>7</td>
<td>36</td>
<td>78</td>
</tr>
<tr>
<td>CHS</td>
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<td>10</td>
<td>4</td>
<td>25</td>
<td>8</td>
<td>27</td>
<td>48</td>
<td>72</td>
<td>19</td>
<td>62</td>
<td>11</td>
<td>21</td>
<td>91</td>
<td>217</td>
</tr>
<tr>
<td>CHUSS</td>
<td>2</td>
<td>9</td>
<td>7</td>
<td>20</td>
<td>13</td>
<td>23</td>
<td>15</td>
<td>59</td>
<td>36</td>
<td>60</td>
<td>9</td>
<td>17</td>
<td>82</td>
<td>270</td>
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<tr>
<td>CoBAMS</td>
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<td>0</td>
<td>1</td>
<td>4</td>
<td>9</td>
<td>4</td>
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<td>0</td>
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<td>5</td>
<td>4</td>
<td>4</td>
<td>23</td>
<td>23</td>
<td>7</td>
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<tr>
<td>CONAS</td>
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<td>12</td>
<td>2</td>
<td>9</td>
<td>3</td>
<td>10</td>
<td>10</td>
<td>32</td>
<td>6</td>
<td>33</td>
<td>3</td>
<td>12</td>
<td>24</td>
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<tr>
<td>COVAB</td>
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<td>8</td>
<td>1</td>
<td>7</td>
<td>3</td>
<td>7</td>
<td>5</td>
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<td>25</td>
<td>70</td>
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<td>4</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>8</td>
<td>12</td>
<td>13</td>
<td>1</td>
<td>0</td>
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<td>30</td>
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<td>Total</td>
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<td>46</td>
<td>127</td>
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<td>170</td>
<td>371</td>
<td>42</td>
<td>119</td>
<td>411</td>
<td>1058</td>
</tr>
</tbody>
</table>

Source: Human Resource Information System

5.3.1 Promotions, National and International Assignments

Ritah Namisango  PRO  Mary Tzikara-DHR  Frank Kitumba-DICTS  Florence Nakayiwa-PDD

New appointments in 2012 at management level
### Table 9  Academic Staff Promotions

<table>
<thead>
<tr>
<th>College</th>
<th>Professor</th>
<th>Associate Professor</th>
<th>Senior Lecturer</th>
<th>Lecturer</th>
<th>Total</th>
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<tbody>
<tr>
<td>Agricultural &amp; Environmental Science</td>
<td>6</td>
<td>7</td>
<td>3</td>
<td>5</td>
<td>21</td>
</tr>
<tr>
<td>Engineering Design Art and Technology</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Education and External Studies</td>
<td>-</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>2</td>
<td>2</td>
<td>7</td>
<td>4</td>
<td>15</td>
</tr>
<tr>
<td>Humanities and Social Sciences</td>
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<td>4</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>Business and Management Sciences</td>
<td>-</td>
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<td>2</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Computing and Information Sciences</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>-</td>
<td>-</td>
<td>4</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Veterinary Medicine and Bio Security</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Law</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>22</td>
<td>27</td>
<td>24</td>
<td>82</td>
</tr>
</tbody>
</table>

Source: Human Resource Directorate, Makerere University

5.3.1.1  International Appointments and Awards

**College of Computing and Information Sciences**

1. Dr. Drake Patrick Mirembe, an assistant lecturer in CIT was elected to Chair the ITU Centre for Excellence Network in Africa for two years.

2. Dr. Constant Okello-Obura, the East African School of Library and Information Sciences [EASLIS] Dean was elected the new President for the Uganda Library and Information Association (ULIA). His tenure, which began on 3rd August 2012, will run for three years.

**College of Natural Sciences**

3. Dr. Mango: Dr. John Mango, the Dean School of Physical Sciences in the College of Natural Sciences (CoNAS) has been elected to serve on the executive of the prestigious SOUTHERN AFRICA MATHEMATICAL SCIENCES ASSOCIATION (SAMSA) for a two year renewable term. Dr. Mango becomes the first Uganda Mathematician to serve on the SAMSA executive.

4. Prof. Tom Otiti of the Department of Physics, School of Physical Sciences, College of Natural Sciences (CoNAS), was on Thursday 4, October awarded an Honorary Doctorate by the Belgorod State Technological University, Russia. The Honorary Doctorate was in honour of his work in the field of climate change.
Prof. Mahmood Mamdani was honoured “Scholar of the Year” at the second Annual African Diaspora Awards in recognition of his accomplishments and immense contribution to African Scholarship.

Dr. Consolanta Kabonesa, Dean School of Women and Gender Studies, received the Diva Academics Role Model award for her substantial role in promoting women.

Rev. Sr. Dr. Dominic Dipio was appointed Consultant on the Pontifical Council for Social Communications by Pope Benedict XVI.

Dr. Janestic Twikirize, Lecturer in the Department of Social Work and Social Administration (SWSA) was recently elected to be the Vice President of the Association of Schools of Social Working Africa (ASSWA).
5.3.2 CoNAS honours retired professors

On 20\textsuperscript{th} July 2012, the College of Natural Sciences (CoNAS) held a dinner in honour of 14 longest service including: Prof. Livingstone Serwadda Luboobi, Professor of Mathematics and former Vice Chancellor, 43 years; Prof. Yusto Kaahwa, Physics, 42 years; Assoc. Prof. Deborah Baranga, Zoology, 39 years; Prof. Hannington Oryem-Origa, Botany, 38 years; Prof. Bernard Turyagenda Kiremire, Chemistry, 38 years; Prof. Elidad J.B.K. Banda, Physics, 38 years; Assoc. Prof. Moses Gilbert Isabirye-Basuta, Zoology, 36 years; Assoc. Prof. Jolocam Mbabazi, Chemistry, 35 years; Prof. Henry Ssekaalo, Chemistry, 34 years; Assoc. Prof. Gerald Majella Mutumba, Botany, 25 years; Prof. John Baptist Kaddu, Zoology, 21 years; Prof. Fredrick W.B. Bugenyi, Zoology, 17 years; Assoc. Prof. Fred Kironde, Biochemistry, 13 years; and Prof. John Charles Kiboko Enyaru, Biochemistry, 11 years.

The dedicated supervision of these Professors has left behind a total of 87 PhDs and 195 MScs in various scientific fields, over 400 publications in international journals and over 40 research grants. Currently, over 40 of the total number of their students supervised are serving as members of staff in the College of Natural Sciences (CoNAS) and at other levels in the University.

Years of Service Awards – CoBAMS

The College of Business and Management Sciences recognized some of its staff for their tremendous services offered to the University and the unit for the last 25 or more years. The awards were handed over at the Staff End of Year Party held on 15\textsuperscript{th} December 2012 at Kisubi Beach, Entebbe. Staff included: Prof. James P. M. Ntozi, 39 years; Dr. Gemima Ssemogerere, 37 years; Dr. John K. E. Mubazi, 36 years; Prof. John Ddumba-Ssentamu, 35 years; Dr. Bruno R. M. Ocaya, 34 years; Harusi Saleh, 31 years; Stella Namusoke; 31 years; Mrs. Agnes N. Ssekiboobo, 25 years; Dr. Leonard K. Atuhaire, 25 years. The College also recognized Ms. Florence Akech and Ms. Teresa Nambi Nantamu that retired from University Service.
5.4 Counselling and Guidance Gets New Home

The Counselling and Guidance Centre was started in 1975 as a voluntary service where some staff from Faculty of Social Sciences decided to come out and offer free services to students. In 1987, the service was officially set up within the university under the office of the Dean of Students. In January 2005, the centre obtained formal council recognition as an autonomous unit during the 100th meeting of the University Council held on 15th December and 19th January 2005. The centre was then placed under the Deputy Vice Chancellor (Finance and Administration). The centre started operating its own account and with its budget line unlike when it was under the dean of students. In 2007 the council offered land and house plot 106 on Mary Stuart Road opposite Mary Stuart Hall. On January 9, 2012 the Centre moved to its own premises from the University hospital where it was housed for 25 years. Currently, the centre has taken several strides to ensure that its services reach the university community. All efforts are geared towards creating more awareness about the counselling services, working on renovations to create the right ambience worth of a university counselling facility. We need a vibrant, qualified staff and the necessary resources financial and others to scale up services.
The Counselling and Guidance centre is mandated to provide counselling and Guidance services to the Makerere University community; students and staff and their families. The centre is also mandated to provide internship opportunities for Counselling psychology students and related fields and carry out research on issues affecting peoples’ lives.

**Core activities of the Centre/contribution to university core business**

The centre has core functions it is meant to serve in the university these are categorized under FOUR sub-groups namely;

a) **Educational (ED):** This includes activities geared at enhancing students’ academic life. These include career guidance and counselling, study skills training and support and others.

b) **Personal development and psycho-social (PDPS):** This looks at services for students and staff to enhance their personal growth and psycho-social issues.

c) **Health, civic and safety (HCS):** This focuses on health development activities these include health talks, HCT, safety talks and so on.

d) **Faculty/staff support (FSS):** The FSS closely works with the Directorate of Human Resources to design programmes for staff.

The Centre has held a number of general activities and these include Orientation workshops, Individual counselling, Group counselling and Outreach activities.
5.5 Financial Resources

University operations are supported by three major sources of revenue: first, government subvention which fits within the national medium term expenditure framework; second, internally generated revenue from tuition and other fees; and third, resources from development partners through research and other initiative grants. Government support for the year under review constituted 36% of the total budget, 60% was from internal revenue and 4% was from bilateral development support.

<table>
<thead>
<tr>
<th>CONSOLIDATED BUDGET 2012/13 (in UGX)</th>
<th>2011/12</th>
<th>2012/13</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actuals</td>
<td>Actuals</td>
<td>Budget</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>10,447,052,443</td>
<td>8,018,281,723</td>
<td>6,162,838,267</td>
</tr>
<tr>
<td>Government Subvention</td>
<td>54,459,089,428</td>
<td>58,021,000,000</td>
<td>59,670,550,000</td>
</tr>
<tr>
<td>Non Tax Revenue(AIA)</td>
<td>78,736,012,621</td>
<td>84,073,344,914</td>
<td>98,543,557,727</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>143,642,154,492</td>
<td>150,112,626,637</td>
<td>164,376,945,994</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee costs</td>
<td>82,993,055,948</td>
<td>84,340,028,466</td>
<td>92,301,388,730</td>
</tr>
<tr>
<td>Recurrent expenditure</td>
<td>40,320,196,733</td>
<td>44,529,020,167</td>
<td>51,321,427,264</td>
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<tr>
<td>Development expenditure</td>
<td>12,500,501,343</td>
<td>17,984,504,130</td>
<td>20,754,130,000</td>
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<tr>
<td>Total Expenses</td>
<td>135,813,754,024</td>
<td>146,853,552,763</td>
<td>164,376,945,994</td>
</tr>
<tr>
<td>Surplus/(Deficit)</td>
<td>7,828,400,468</td>
<td>3,259,073,874</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Office of the University Bursar, University budget 2012/13

As part of government subvention the University for the FY 2012/13 received UGX 20bn under the Presidential initiative for science and technology. This covers three Colleges of Agriculture and environmental Sciences, Engineering, Design Art and Technology as well as Veterinary Medicine and Bio-security. New to the initiative is the Centre for Transport Technologies (CRTT) a semi-autonomous facility that grew out of the Vehicle Design Project under CEDAT. Notable development support over the period under review is:

1. Government of Sweden collaborative research support amounting to UGX 7.1bn
2. The renewal of The African Capacity Building Foundation (ACBF), grant worth USD 2, 650,000 for the Fourth Phase of the Economic Policy Management programme with CoBAMS signed in September 2012
3. The Resilient Africa Network Grant from USAID signed in September 2012 is a five year grant to the School of Public Health- College of Health Sciences
4. The IDRC support for restructuring and leadership development USD 400,000
5. The conclusion of projects in the College of Health Sciences under the Millennium Science Initiative
6. The Conclusion of the Bill and Melinda Gates Foundation
MAKERERE UNIVERSITY

STATEMENT OF FINANCIAL PERFORMANCE FOR THE TWO YEARS
2010/2011 AND 2011/2012 (BASED ON CLASSIFICATION OF EXPENDITURE BY NATURE)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING REVENUE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants from foreign Governments</td>
<td>9,603,893,000</td>
<td>10,447,052,443</td>
<td>8,018,281,723</td>
<td>4,299,581,884</td>
</tr>
<tr>
<td>Transfers received from Treasury</td>
<td>57,948,413,000</td>
<td>54,459,089,428</td>
<td>58,021,000,000</td>
<td>55,529,108,711</td>
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<tr>
<td>Non-Tax Revenues</td>
<td>62,086,536,000</td>
<td>72,139,510,278</td>
<td>86,162,275,885</td>
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</tr>
<tr>
<td>Other Revenues</td>
<td>5,861,552,000</td>
<td>6,596,502,343</td>
<td>6,505,466,127</td>
<td>6,188,183,597</td>
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<tr>
<td>Total Operating Revenue</td>
<td>135,500,394,000</td>
<td>143,642,154,492</td>
<td>144,817,154,100</td>
<td>152,179,150,077</td>
</tr>
</tbody>
</table>

| OPERATING EXPENSES                 |                     |                  |                     |                  |
| Employee costs                     | 6,206,665,000       | 82,993,055,948   | 82,136,629,803      | 81,523,984,655   |
| Goods and services consumed        | 23,006,092,000      | 29,035,330,464   | 31,906,813,598      | 36,891,208,757   |
| Consumption of property, plant and equipment | 17,669,013,000 | 12,500,501,343   | 17,984,504,130      | 12,279,134,737   |
| Transfers to other organisations   | -                   | 2,100,000        | 67,000,000          | 6,883,600        |
| Social Benefits                    | -                   | -                | -                   | -                |
| Other Expenses                     | 18,618,624,000      | 11,824,939,631   | 12,722,206,569      | 17,399,018,080   |
| Foreign exchange (losses/gains)    | -                   | -542,173,362     | -                   | -28,207,784      |
| Total Operating Expenses           | 135,500,394,000     | 135,813,754,024  | 144,817,154,100     | 148,072,022,045  |
| Surplus/(deficit) from operating activities | 7,828,400,468 | 7,828,400,468   | 7,828,400,468       | 7,828,400,468    |

Source: Makerere University Final Accounts FY 2011/12

5.5.1 The Makerere University Investment Fund

Makerere University has an investment fund managed by Crown Agents Investment Management in the UK, overseen by the Investment Advisory Committee of Council. It came about when six small funds were amalgamated on the 30 June 1986 into what is known today as the Makerere University Investment Fund. These were the following:

i. Sir D Cameron Prize fund – GBP 5,725.35
ii. The Alice Davy fund – GBP 4,076.93
iii. Fisher Scholarship Fund – GBP 27,701.68
iv. The Nuffield Education fund – GBP 22,638.59
v. The Prizes Fund – GBP 6,861.37
vi. The Makerere University College Endowment Fund – GBP 384,178.15

By 31st May 2013 the fund value was GBP 893,345 (or UGX 3,525,175,104). Over the last several years investment performance has ranged between 0% and -7%. The background was to utilize the investment proceeds from this fund to ease payments for imports during the time when Uganda still had foreign exchange controls. However this advantage of “having access to foreign currency” was wiped out in 1993 when Uganda liberalized its foreign currency exchange regime.
6. RESEARCH PUBLICATIONS

College of Business and Management Sciences (CoBAMS)


28. Wamala R; Omala S; Kakumba U (2012), Graduate Management Admission Test Outcomes And The Academic Achievement: A Study On Masters Of Business Administration Students At Makerere University, Uganda. *American Journal Of Business Education*, 5(6),177-183


30. Wamala R; Oonyu J, (2012), Completion Time Dynamics For Master’s And Doctoral Studies At Makerere University Contemporary Issues in Education Research (CIER) 5 (2), 131-138


College of Engineering Design Art and Technology


College of Education and External Studies


Books


Best Conference Paper Award


College of Humanities and Social Sciences


31. Winchester Ms; McGrath JW; Kaawa-Mafigor; Namutubiwa F; Ssendegye G; Nalwoga A; Kyarikunda E; Birungi J; Kizaka S; Ayebazibwe N; Walakira E; and Rwabukwali CB. Early HIV Disclosure and Nondisclosure Among Men and Women on Antiretroviral Treatment in Uganda. AIDS Care: Psychological and Socio-medical Aspects of AIDS/HIV, DOI:10.1080/09540121.2013.764386

Others

32. Stella Nyanzi has published a book chapter entitled President Jammeh's HIV/AIDS Healing Saga in The Gambia, that is published in the edited volume entitled African Responses to HIV/AIDS: Between Speech and Action. The book editors are Dr. Johnson Ige Segun and Prof. Tim Quinlan. The book is published by the University of KwaZulu Natal Press. The author discusses a notorious example of poor leadership in Africa, and its disastrous effects on a country. According to the editors in their introduction

33. Reading the Carnivalesque in Radio Music Festivals in Kampala, Nufu-Mak Folklore International Symposium, Makerere University, 27th-28th April, 2012

34. THE CULTURES OF THE BANYAKITARA (Authors Edith Natukunda-Togboa, Oswald Ndoleriire, Gilbert Gumoshabe) LAP Publications, Germany, Dec, 2012

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