



**Development Partnership Contribution towards Institutional
Development at Makerere University**

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Contents

EXECUTIVE SUMMARY	4
1 INTRODUCTION	6
2 INSTITUTIONAL DEVELOPMENT SUPPORT TO RESEARCH AND INNOVATIONS.....	9
2.1 THE MAKERERE-GOVERNMENT OF SWEDEN BILATERAL RESEARCH PROGRAM.....	9
2.2 THE NORWEGIAN INSTITUTIONAL DEVELOPMENT PROGRAM	10
2.2.1 <i>Good Governance and Gender Mainstreaming</i>	11
2.2.2 <i>Food, Nutrition and Value Addition</i>	11
2.2.3 <i>Strengthening University Management</i>	13
2.2.4 <i>Infrastructure Development</i>	13
2.3 THE CARNEGIE CORPORATION OF NEW YORK SUPPORT FOR INSTITUTIONAL DEVELOPMENT	15
2.4 UNIT BASED SUPPORT.....	17
2.5 GOVERNMENT OF UGANDA SUPPORT	18
3 THE UNIVERSITY REFORMS	22

Executive Summary

Makerere University has made notable strides towards being a leading institution for academic excellence and innovations in Africa. These exploits have been made possible due to the strategic focus of the university with the support of the Government of Uganda together with development partners towards the realisation of the university strategic plan. Institutional support took three forms mainly – Multilateral (e.g. World Bank); Bilateral exemplified by the Governments of Sweden, Norway and the Royal Kingdom of the Netherlands, and direct support by Foundations such as the Carnegie Corporation of New York, Rockefeller, MacArthur, Ford among others. The institutional level support was aimed at various levels. The support is approximately USD 1380 million over the last decade alone.

Capacity building particularly human resource development and improvement of the environment for conducting research, and dissemination of research outputs has been greatly boosted over the last decade. During this period support was extended to over 300 and 80 staff members to undertake PhD and Master's degree studies at Makerere and other universities of international repute. In addition, Makerere University as a change agent coordinated development partner support to partner public universities in Uganda to develop their human resource capacity at PhD and masters level. This capacity has led to improvements in a number of areas – quality supervision with improved completion rates, increased numbers of publications in reputable journals and presentations at international conferences, increased avenues for publications with several journals hosted at Makerere University, among others. The research outputs have influenced a number of policies including health, Land, Conflicts, Waste Management, among others.

Infrastructure development was boosted with construction of additional space to support teaching and learning. New buildings constructed during the last decade include the ICT building (Netherlands Government), extension for the College of Engineering Design Art and Technology, Food Science and Technology, Women and Gender Studies (all by the Norwegian Government) and extension of the Main Library (Carnegie Corporation). The Government of Uganda through the Presidential Initiative for Science and Technology is to construct the Food technology Incubation Center to be launched on August 4, 2012. Other key infrastructure includes state of the art laboratory equipment, ICT infrastructure (LANs, University-wide network), establishment and operationalization of the research sites such as the Iganga/Mayuge Demographic Surveillance Site. This has improved teaching and learning space, quality of research outputs and attracted additional partners to support research especially in the DSS.

Development partner support catalysed establishment of strong collaborations and Networks at all levels – international, regional and nationally. Collaborations have led to joint grant proposals and publications of research

outputs, as well as student and staff exchanges. Research networks such as RISE-AFNET, RUFORUM were borne out of activities initially supported by development partners.

Makerere is a vibrant university that, over the last decade, is second only to the University of Cape Town in attracting development partner support. This trend is expected to continue as we 'Build for the Future'

1 Introduction

During the last decade, Makerere University had two planning cycles – one running from 2000/01 = 2006/07 and the second from 2008/09-2018/19. The University is poised to become a leading research driven university where research and teaching/learning are mutually re-enforcing, including knowledge transfer partnerships and networking between the University on one hand, the public and private sectors on the other. In the area of research and innovations, the university has identified three objectives namely: - to provide a robust supportive environment for a research led university, to increase the capacity for knowledge transformation and innovations and to improve research dissemination.

In order to focus research efforts, the University identified priority thematic areas for investment in the next ten years following recommendations arising out of various consultations¹ and based on University strategic plan, Research and Innovations Policy, National Science, Innovations and Technology Policy, findings of the Background study on Science and Technology, National Plan of Action. The research themes are premised on the need to enhance Uganda's HEIs' capacity to contribute to national development, to Uganda's meeting the regional and international commitments including the Millennium Development Goals, to enhance local, regional and international collaboration and networking and to improve the capacity of young researchers through a mentoring process.

In the implementation of the university strategy and research priorities, the university has sourced and attracted support from various development partners. Over the past decade the university has witnessed remarkable support and interest from development partners. The partnerships have been of three forms namely multilateral, bilateral and direct support. Examples include - Multilateral support has been provided by the World Bank; bilateral support by the Swedish Government (Sida), Norwegian Government and NUFFIC (Netherlands Government) while Carnegie Corporation of New York, Rockefeller, Ford, and MacArthur Foundations as direct support among others.

In line with the Paris declaration on Aid Effectiveness (2005), a consultative process has been adopted, thus areas for support are usually identified in line with the University Strategic Plan, National Development Framework and Policies, and in line with the development cooperation goals.

Although areas of support have been varied, they generally fall in two broad categories:

¹ Stakeholders conference held in Kampala, 17-19th September 2008; Self-Assessment Exercise by Makerere, 27-31st July 2008; the Background Study conducted by the UNCST; Makerere Strategic Plan (2008-2018); Research Guide (Supporting the Eradication of Poverty in Uganda, 2004) and the Makerere Research and Innovations Policy, 2008.

i) Capacity building particularly human resource development and improvement of the environment for conducting research, and disseminating the findings

- Human resource development (training at Masters, Ph.D., Postdoctoral level) – common to Government of Sweden, NORAD, Carnegie, NUFFIC.
- Facilities - ICT, library, laboratories, field sites
- Research management and coordination through national, regional and international research networks (Joint courses e.g. ethics in research; research policy development in partnering institutions; administrative reforms)
- Strategies for dissemination of research findings and adoption (through private/public partnerships, dissemination conferences, journals, development of a research communication policy)

Other support to curricula development and organizational reforms are:

- organisation development initiatives such as a collegiate university, reform of processes and the establishment of Quality Assurance Directorate, the Gender Mainstreaming Program and policy were supported by Government of Sweden, Rockefeller Foundation and Carnegie Corporation of New York
- academic program development was supported by Government of Sweden, NUFU, NUFFIC, Carnegie Corporation of New York
- infrastructure support for buildings by NORAD and Norwegian Government

ii) Support to research in the following themes



All the above areas take into consideration the cross cutting issues of Gender, Quality Assurance, ICT and Biotechnology.

Programme coordination varies according to objectives and institutional coverage. For the cross cutting institution wide programmes the university adopted a central coordination mechanism in order to have efficient and effective institutional development programme management:

- The Department of Planning and Development has coordinated programs related to Infrastructure and institutional development e.g. programs supported by NORAD & the Government of Norway, and the Carnegie Corporation of New York
- The School of Graduate Studies (now the Directorate of Research and Graduate Training) coordinates programs that have a strong research focus such as that supported by Government of Sweden

Other programmes such as NUFU support in the then Faculty of Science (now in the College of Natural Sciences, CONAS), NUFFIC in Computing and Information technology now in the College of Computing and Information Science (COCIS) continue to be unit based.

2 Institutional Development Support to Research and Innovations

2.1 The Makerere-Government of Sweden Bilateral Research Program

Makerere Research Capacity Building Programme supported by Government of Sweden started in 2000 with a preparatory period and was followed by two phases of support, 2001-2005, 2005-2009 and now Phase III 2010 to 2014. A number of units in the University were supported. These included; the former Faculties of Agriculture, Technology, Medicine, Social Sciences, School of Public Health, Department of Mass Communication; School of Graduate studies (SGS)/Directorate of Research and Graduate training, Gender Mainstreaming, Directorate of Information and Communication Technology and the Library.

The Makerere University Government of Sweden Bilateral Research Program (Phase III) has successfully run for now two years 2010-2011. The Phase has a total allocation of 181million SEK, (USD 25 million) for four years January 2010-June 2014. Phase III rides on and complements the remarkable achievements made involving creation of an environment conducive to high quality relevant research through investment in human resource development, ICT, library resources, laboratory and field site infrastructure. Some of the notable achievements are:

- a) Established functional field research sites. The Demographic Surveillance Site (DSS) in Iganga/Mayuge is now fully operational. Data collection continues in an area of over 50,000 people involving 16,000 households. The site continues to attract other research projects.
- b) Biomedical Laboratory –Department of Pharmacology in CHS. The laboratory now fully functional and can be accessed by students and researchers
- c) State of the art GIS unit set up in the CEDAT (formerly Faculty of Technology) - Laboratory now fully functional and can be accessed by interested units
- d) In the area of ICT, the optical fibre network covers main campus, Medicine, MUARIK, MUBS. Computers and LANS set up in supported faculties including student kiosks with 165 computers setup in various units. All (100%) of the university units have web presence compared to 5% in 2000. There are more than 20000 e-mail users registered on the local mail system compared to 50 in 2000. A functional Online Public Access Catalogue (OPAC) with more than 14,000journals on line giving access to the most recent literature. The

- library staff in region e.g. University of Juba trained and supported library automation
- e) Increased visibility, acceptability and upward movement of women into leadership positions. Makerere University now recognised as a pace setter in gender mainstreaming in Universities in sub Saharan Africa
 - f) 196 Ph.D. students, 40 Masters Students under Government of Sweden support. More publications have contributed to improved university rankings. The number of linkages/collaborations is on the rise e.g. Uganda Virus Research Institute (UVRI), Irish-African Research Capacity Building Program (IARCBP), and University of Copenhagen (UC-LIFE) among others.
 - g) Reduced brain drain - Researchers staying and doing work in Uganda
 - h) Created centres of Excellence in Makerere University including
 - Health in the area of Malaria, TB, HIV, Mental health, Reproductive health
 - Technology and engineering in the areas of research in energy and energy conservation (CREEC), Innovative systems and Clusters
 - Agriculture - Centre for Crop Waste Management
 - ICT –regional centre
 - Library –e-resources

2.2 The Norwegian Institutional Development Program

The Norwegian Government support to Makerere University dates back to the 1960's that initially targeted the Faculty of Agriculture and Forestry. Renewed support with expanded scope of bilateral institutional development program based on the university strategic plan/priorities was initiated in 2000 and has gone through two phases (Phase 1 – 2000-2005; Phase II – 2006-2009 for USD 9 million).

The aim here was to consolidate on the capacity built in the earlier phase one by revamping the academic life of the University so that it can effectively play its proper role in society. The programme focused on four components:

1. Influencing and guiding good governance and gender mainstreaming;
2. Improving Food Production, Nutrition and Value Addition;
3. Strengthening University Management including internal governance and her Resource Mobilisation capacity and;
4. Development and harnessing of ICT capacity and infrastructure.

Within an overarching goal to strengthen university management through improving efficiency and effectiveness of the University for teaching, research and knowledge transfer partnerships; support to the Good Governance and Gender

mainstreaming (GG & GM) thematic area aimed at enabling the university have an impact in the areas of human rights, peace, conflict resolution good governance at university, community and national levels. Food, Nutrition and Value Addition (FNVA) on the other hand focused on improving the University's capacity for scientific research and engagement of both the private and public sector in enhancing food production, nutrition and value addition. In the same vein, focus was towards the development of infrastructure, Library and ICT component aimed at expanding space and ICT infrastructure.

2.2.1 Good Governance and Gender Mainstreaming

Increased research in the area of Good Governance & Gender Mainstreaming; these have generated research publications including policy briefs to guide policy formulation and implementation in the areas of Good Governance and Gender Mainstreaming. Twenty four (24) researches have been completed and the reports have been printed in 3-volumes and a book published from the most outstanding research work. HURIPEC in the Faculty of Law managed to revamp courses in constitutional law, human rights and Gender; a total of thirteen (13) research working papers were produced Public Lectures/Seminar series. The process has also revitalized the concept of public dialogues/lectures in the Faculty of Social Sciences. This has improved exposure and engagement in public debate, especially at policy, planning and implementation level. It has also led to invitation to provide technical advice in addition to Nurturing University/Public-Private Partnerships.

2.2.2 Food, Nutrition and Value Addition

In addition to research, human capacity development for advanced degrees at Masters and PhD level, focus under this component has been improved infrastructure capacity/laboratory and the pilot food processing plant equipment for research and service delivery; Knowledge generation, contributing to sustainable economic development; Empowerment of local communities, the private and public sector entrepreneurs with skills, knowledge and technologies.

Norwegian government support initiated the pilot plant which is now benefiting from the presidential initiative for science and technology. The pilot plant has enhanced public private partnership with public institutions such as the Uganda Investment authority, and private sector Food industry. It has also enhanced collaborations with national and international universities.



The Presidential visit to the FTBIC



The Food Technology and Business Incubation Centre: School of Food Technology, Nutrition and Bio-engineering

Environment and Natural Forest Research and Development: The Food and value addition component embraced the Faculty of Forestry & Nature Conservation which continued with the consolidation of her delivery capacity through more training at both M.Sc. and Ph.D. levels. Similarly, meteorology is one the disciplines being promoted in the University, emphasis therefore was put on capacity building through staff training at both Masters and Ph.D. levels

2.2.3 Strengthening University Management

The component targeted three key areas of Planning, resource mobilisation and human resource development capacities. Enhancement of the planning capacity of the University and has greatly contributed to the revitalization of strategic planning and institutional reporting in the University. Annual performance reviews have continued to be made. The 10-year University plan (2008/09 – 2018/19) is now in its 3rd year of implementation is due for review in light of the developments that have taken place including the transition to the college model of University Governance. With respect to resource mobilisation, in collaboration with The Carnegie Corporation of New York, a Resource Mobilisation Unit was established. While sustenance of this has been facing challenges, the unit was able to design electronic databases for capturing Alumni and prospective partner data. An Alumni website was also designed and regular publication of the Alumni magazine initiated. Support to the Directorate of Human Resource as a new unit was meant to enable the University to take forward the restructuring exercise and streamline all the human resource management functions in the University. A human resource policy and manual were developed and the process and the on-going process for identification of core and non-core functional areas to be divested and staff reduction for improved cost-effectiveness and efficiency was initiated.

2.2.4 Infrastructure Development

The key areas of impact under Development of Infrastructure, Library and ICT component include:- Improved back-end infrastructure providing highly available and efficient ICT services to end-users; Improved access to existing information systems, notably (ARIS/FINIS/HURIS and E-learning) leading to optimal use of these services; Reduction in cost of intra-university voice communication among staff and students through deployment of innovative technologies; Increased Library seating capacity; Increased space capacity for teaching and research at the Faculty of Technology.

Building on achievements from phase one, Local Area Networks (LANs) have been set up in selected Faculties and continue to be established (in Faculties of Agriculture, Veterinary Medicine, Forestry & Nature Conservation, Science and School of Education). Planned ICT developments include installation of protection infrastructure at the Disaster Recovery Centre, development of the Intranet Portal and IP Telephony infrastructure. The stock of computers increased by 486 distributed to 5 Local Area Networks established in 5 Faculties; an i-enable for students, centralized back-up equipment- i.e. NeTAPP that provides storage for the University central database for the Library software and the Integrated Tertiary Software for ARIS and HURIS, fire-fighting equipment for the server farm; software applications for e-learning and central anti-virus contributed to the operationalisation of the University's ICT Policy & Master Plan.



Completed extension to the Faculty of Technology Building

The Building extension inaugurated on 14th August, 2009 has total floor space of 7113.13 M²

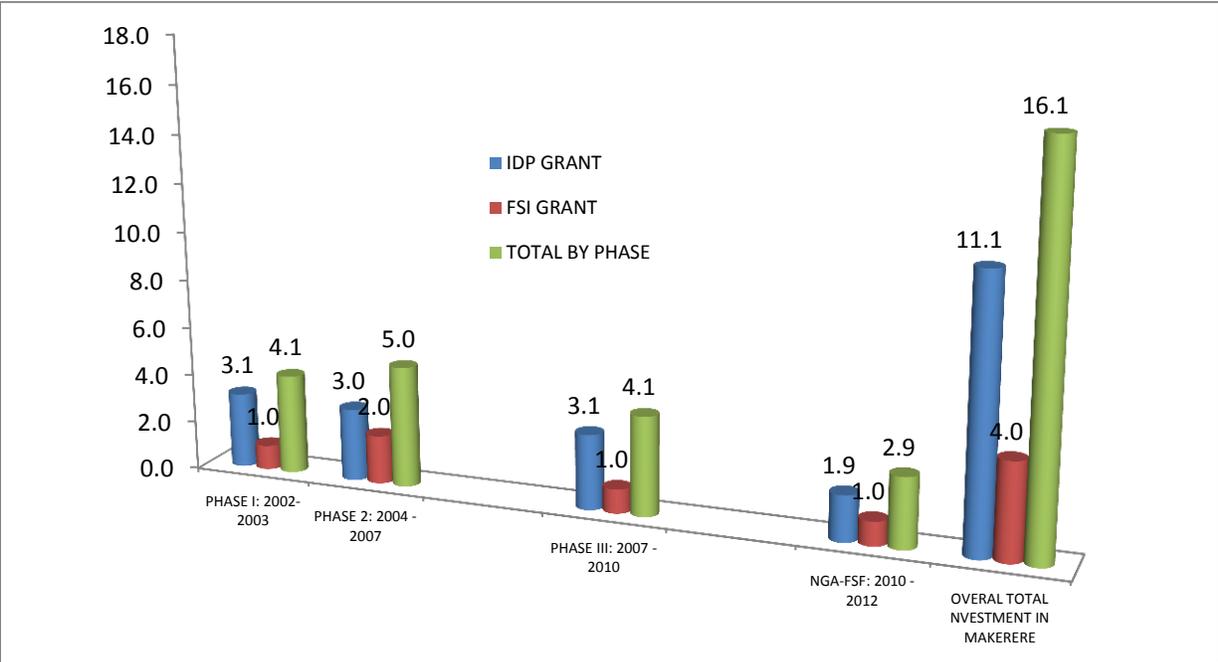
- Seventy-five (75) new Offices for the academic staff
- One (1) Environmental Engineering Laboratory
- One (1) Telecommunication Engineering Laboratory
- Fifteen (15) Lecture Rooms
- One (1) modern Conference Hall
- One (1) Technical Library
- Three (3) Computer Laboratories

Improvement of the Library Facilities – With the support, fully furnished is the first half of Main University Library building extension (the 4,000m²) has increased the seating capacity together with related facilities for the growing number of Library users. The furnishing with 704 chairs and 289 tables also covered Information Commons – 138 partitions and seats, Group study commons – 20 partitions and seats, Multi-media Rooms –with 20 people sitting capacity, power-point Room – with 50 people sitting capacity and 147 Research Carrels/seats as well as two seminar Rooms and a computer laboratory for students with disabilities.

2.3 The Carnegie Corporation of New York support for Institutional Development

The last decade has witnessed remarkable support by the Carnegie Corporation of New York to Makerere University in different phases. Phase 1 run from 2001 to 2005, Phase II from 2006 – 2008 and Phase III from 2008 to 2011 under the thematic area of Food, Nutrition and Value Addition. Over the last decade, the CCNY has supported Makerere University with over USD 16 million (Fig 1)

Figure 1: Phased support by the CCNY 2001-2012



Overall cumulative progress and impact was made in Library, ICT development and use, gender and equity, human resource development, science practical training & research.

(a) Gender Mainstreaming & affirmative action for disadvantaged students through the Female Scholarship Initiative (FSI)

Gender Mainstreaming has been and continues to be institutionalised and Makerere University is a pace setter in the area of gender and equity on the continent. Through the female Scholarship Initiative (FSI), the project supported over 690 needy girls and over 20 female personnel working at the districts to access University degree education in Agriculture. The lives of these women have been transformed through access to higher education. The project contributed to more females enrolling at Makerere from below 40% in 2001 to over 45% currently. Sustainability has been firmed through the establishment of a Female Scholarship Foundation to which the CCNY has contributed USD 1 million with matching funds from the Uganda government. In addition, the university now networks with Ministries, NGO’s, CBO’s, local governments,

secondary schools and has given the university wide publicity beyond East Africa.

(b) Access & enhancement of teaching learning & research

Through increased library resources, ICT, & e-Learning, books increased in scale and scope. The university community now enjoys a more efficient delivery of service through electronic Document Delivery System. The Carnegie project facilitated the creation of important partnerships with larger libraries in USA, Canada and Europe in addition to enhanced visibility on world scene through the library website.

The implementation of e-learning has led realisation of the need to harmonise various innovations such as ICT in Gender, pedagogy, and distance education among others. This will ultimately contribute to quality assurance. Capacity in technological instruction, learning and research has been built in lecturers and students. Most university units received new ICT Linkages through the Carnegie e-learning and the ICT in Gender project.

(c) Human Resource Development

Through support of the graduate research and training, 30 PhD candidates were supported and all have completed. The PhD graduates are motivated to continue research and publications by availing then support to publish and attend international conferences. Others are supported to undertake post-doctoral research in themes that are relevant to Uganda's National development priority area of food nutrition and value addition. This way, a pool of researchers is being created to contribute to relevant research and development of the country

(d) Science practical training & research

In the Faculty of Veterinary Medicine (now the College of Veterinary Medicine, Animal Resources and Biosecurity – COVAB) and , in addition to the much needed scientific equipment acquired, 12 (twelve) technical staff members who only had diplomas were supported and upgraded to graduate and post graduate level. They now have better skills in teaching and service delivery. New doors have opened for these members of staff who had otherwise hit the ceiling of their professional career.

In the Faculty of technology, 3 market driven programs in Quantity Surveying, Valuation Surveying and Land Economics and Construction Management were established. This significantly contributed to making Makerere relevant to needs of the immediate society. These new courses are the most popular for privately sponsored students at the moment.

(e) Capacity for project management through formative monitoring and evaluation

Makerere is heavily donor dependent and its ability to plan, manage and monitor projects is very crucial for sustained relationship with her development

partners. The CCNY supported capacity building in project planning, monitoring and evaluation conducted by “Evaluation Research Agency (ERA) and “Pamoja inc”. The training entailed logic model for monitoring and evaluation and fundraising-fundamentals, respectively.

A cross section of Makerere top administrative staff have been supported for training in philanthropy by “Case” and “Inyathello”. These types of training enhanced Research Management as well as the University’s capacity in resource mobilisation.

The university is aggressively pursuing uploading of its research output onto the internet and positive results are already being realised. The webometrics ranking of Makerere University among the 100 top universities in Africa has moved from 59 in 2008 to 10 in 2012.

Another two year (2010-2012) CCNY supported project titled; Nurturing and retention of the generation of academics to the tune of USD \$1.9 million was initiated. This project rides on the achievements of previous projects and supports Masters and PhD students both at Makerere University and partner public universities as well as postdoctoral researchers through a competitive selection process. The project has registered great success through the small grants scheme where many staff have benefitted through support to proposal writing, data collection, data analysis, dissertation writing, and presentation of papers at international conference as well as support to staff to get published. To date close to 100 staff have benefited from the initiative.

2.4 Unit Based Support

a) NPT Project on Building a Sustainable ICT Training Capacity in the Public Universities in Uganda

The project ‘Building a Sustainable ICT Training Capacity in the Public Universities in Uganda’ This was based in Uganda under the *Netherlands programme for the institutional strengthening of post –secondary education and training capacity* through The Netherlands Organization for International Cooperation (NUFFIC). The lead institution in the South was Makerere University Faculty of Computing and Information Technology (CIT) with partners; Mbarara University of Science and Technology (MUST), Gulu University (GU) and Kyambogo University (KYU). The lead institution in the North was the University of Groningen (RUG) and the consortium partners in the project were Radboud University Nijmegen (RUN) and Hanze University of Professional Education (HHG).

The project’s aim was to address Information and Communication Technology (ICT) capacity building in the Public Universities in Uganda, namely Makerere University, Kyambogo University, Mbarara University of Science and Technology, and Gulu University. The target group was the staff and students in the above institutions and mid-career ICT professionals. The main activities required expertise from the Netherlands, for support in Curriculum

Development and Implementation, in development of research capacity and to advise in the establishment of a Centre of Excellence for ICT Training and Research. 38 members of staff from the four universities were trained and a few are still training in ICT both at Master's and PhD level in the Netherlands (NL) and in Uganda (UG).

b) The Prepare-PhD Project

The PREPARE-PhD project was a three-year (2008-2011) multi-country project funded by the European Union under the ACP-EU Cooperation Programme in Higher Education (EDULINK). The partner institutions included: Makerere University in Uganda, Sokoine University of Agriculture in Tanzania, University of Nairobi in Kenya, and University of Copenhagen in Denmark. This project was part of STRAPA Partnership.

The purpose of the project was to create efficient and effective PhD training systems through strengthening local research capacity and regional networking in the participating higher education institutions (HEI). The key outputs of this project include development of harmonized guidelines for PhD training in the region, supervision and mentoring skills that have been strengthened as well as Makerere University PhD students formed an Association, called the PhD Forum: PF@mak in June 2012. The association for the first time has brought together PhD students from all disciplines at Makerere to share knowledge, experiences and networking.

2.5 Government of Uganda Support

There has been renewed support by the Uganda Government through the Presidential initiative for Science and Technology to Makerere University. The preliminary design for the initiative is Ushs 10bn annually for five year period targeting different components within the respective units. The components include: for CEDAT eleven projects which among others focus on Technological innovations; Rehabilitation and Modernization of Laboratories; Increased relevance and practical experience from graduates; Improved relationship with all sectors of industries and private sector; Development of Online Laboratories; utilisation of indigenous materials in the production of home based products; under CAES a fully -fledged Food Technology and Business Incubation Centre; and the enhancement of Skills and Technology for Production, Employment and Development in the Animal Industry under COVAB.

The initiative has 6 key objectives namely:

1. Contribute towards increasing and retaining a pool of highly trained professional scientific and engineering human resource with relevant skills to meet the country's development needs;
2. Improve research infrastructure, that is, generate modern and well equipped laboratories and online laboratories;

3. Develop business incubation facilities to support commercialization of student and staff ideas;
4. Increase the use of research outputs by the industrial firms and appropriate channels that propel a technology-led, competitive development process;
5. Enhance the understanding and appreciation of the role of science and technology in the development process, especially among the young generation; and
6. Improve automation with advances in electrical vehicles.

Notable innovations include

The Vehicle Design Project; Kiira EV popularly known as ‘the Makerere car’ This is an innovative research project aimed at applying contemporary technologies to develop sustainable transportation solutions for Uganda and Africa. The research team in technology developed the electric car. 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.

Kiira EV Design Specification



Vehicle Parameter	Value
Number of Doors	3
Seating Capacity	2
Length	3000 mm
Width	1600 mm
Height	15000 mm
Interior Colour	Cream
Exterior Colour	Green
Top Speed	100 Km/hr
Wheel Base	2175 mm
Ground Clearance	200 mm
Dry Weight	1000 Kg
Motor Type	Induction Motor
Motor Power	20kW/26 Hp
Maximum Power	47 kw/62 Hp
Maximum Battery Voltage fully charged	256 V
Battery Voltage fully discharged	180 V
Maximum Theoretical Speed	100 Km/hr
Range	80 Km
Charging time at 13 A 240 V	5 Hours
Power Consumed Per Charge	15.6 kWh
Cost of Charging (UGX 385 Per Unit)	6000 UGX
Maximum motor Speed	10,000 rpm

The innovations has spawned the development of the Centre for Research in Transport Technologies, the centre is moving towards the *Development of Highly Skilled Workforce in the area of Green Transportation Technology*: Seeding innovation ecosystems by creating the culture, human capital, and connections necessary to form innovation networks in Green Transportation Technology where researchers, entrepreneurs, investors, manufacturers, and other research interests can collaborate and compete. Government has earmarked US\$ 10bn for the FY 2012/13 towards the development of the centre.



Visual Impression of the Centre for Transport Technologies

Other Innovations Include: the Low Cost Irrigation Schemes Project aimed at improving agriculture in Uganda, and making irrigation affordable to local farmers through; Design and manufacture of different low cost types of pumps and irrigation systems; Modification of the existing pumps to suit local environment; Testing the performance of the pumps on trails and modify them where necessary; Proving the performance of manufactured irrigation systems on selected trial agricultural sites; training of the Small Scale Entrepreneurs to produce the pumps; and Rolling out of the irrigation technologies to rural communities



Petrol Driven pump can deliver up to 20,000 l/hr Irrigation Equipment ready for the field

Other initiatives are support to programs promoting skills, production, employment and development in the animal resources industry (SPEDA) based at the College of Veterinary Medicine, Animal Resources and Biosecurity

(COVAB). The SPEDA program of education, science, technology and innovations is impacting national development at various levels and has received. SPEDA intends to address it using a three pillars prolonged approach that will focus on enhancing Skills for Production & Employment. The three pillars include:- Vocationalisation, Value Addition, and Entrepreneurship. Several on farm training activities have been identified these range from dairy cattle & goat; pig, poultry; fish, apiary enterprises. The SPEDA programme extends the frontiers of PPP through their approach with private farms.

3 THE UNIVERSITY REFORMS

The university effort to become a research-led university as articulated in the Makerere University strategic plan, 2008/09-2018/19 has been expressed through the University Reform Process. The reform process was steered by a University Research, Administrative and Financial Reform Committee (URAFR) committee set up in 2008. The then School of Graduate Studies (now the directorate of Research and Graduate Training, DRGT) provided the Secretariat. Financial support to the reform process was provided by the Swedish Government (Sida), The European Development Clinical Trials Program (EDCTP) and Makerere University/Uganda Government. The design phase was completed and a final report and key outputs in form the Research Manual and the Organisational Manual

A change management committee has been instituted to take forward the reforms and spearhead the implementation of the recommendations of the reforms committee. This process is on-going and has received financial support of USD \$ 440,000 from the International Development Research Centre (IDRC), Canada to complement Makerere University efforts.

Conclusion

Makerere University has made notable strides towards being a leading institution for academic excellence and innovations in Africa. These exploits have been made possible due to the strategic focus of the university with the support of the Government of Uganda together with development partners towards the realisation of the university strategic plan. The interest to support Makerere University achieve her development goals by both development partners and the government of Uganda is expected to continue as 'We build for the Future'.

Table 1: Summary of Development Partners Support to Makerere University: 2000/01 – 2010/11

Development Partner	Areas of Support	Amount – Respective Currency and Equivalent (US\$)*	Phase/Timeframe	Status
NUFFIC	Strengthening ICT Training and Research Capacity in the Four Public Universities in Uganda	Euros 5.7 million (USD \$ 8.55 million)	2007 - 2011	Completed
Government of Norway/NORAD	Institutional capacity building in terms of :- <ul style="list-style-type: none"> • Infrastructure – Incl. Buildings for Department of Women studies and Gender, Computer science, Forestry • Human Resource Development • ICT Development • Collaboration & Networking 	NOK 110Million (US\$ 14.082 million)	Phase I (2000/01 – 2004/05)	Completed
	<ul style="list-style-type: none"> • Infrastructure – Incl. Building Extension for Faculty of Technology & furnishing of Main University Library • ICT Infrastructure • Human Resource Development at Masters and Ph.D. • Research in Good governance and human rights • Research in Food, Nutrition and Value addition • Strengthened University Management 	NOK 60 million (US\$ 9.0 million)	Phase II (2005/06 – 2010/11)	On-going
Government of Sweden	<ul style="list-style-type: none"> • Strengthening the University staff's research capacity, training and supervision up to Ph.D. level and post-doctoral • Curricula development for cross-cutting and multi-disciplinary research courses • Develop capacity of utilization of ICT infrastructure and library electronic materials in research • Strengthened research infrastructure (e.g. established Biomedical Laboratory, Geographical Information System Lab. And the Demographic Surveillance Site at Mayuge). • Strengthened collaborative research linkages between Makerere University staff and senior researchers in Swedish Universities 	SEK 15 million (US\$ 1.5million)	Preparatory Phase (2000 2001)	Completed
		SEK 96.61 million (US\$ 12.88million)	Phase I (2002-2004/05)	Completed
		SEK 181 Million (US\$24million)	Phase II (2005-2009)	Completed
		SEK 181m (US\$ 24million)	Phase III(2010-2014)	On-going
Carnegie	Institutional capacity building in terms of :-	US\$ 4.081m	Phase I (2001-	Completed

Development Partner	Areas of Support	Amount – Respective Currency and Equivalent (US\$)*	Phase/Timeframe	Status
Corporation of New York	<ul style="list-style-type: none"> Improved equity and access through the gender mainstreaming programme and Female Scholarship Initiative (FSI) Promotion of Science distance education programme of the University Promotion of Science and Technology in line with Government of Uganda’s policy emphasis of Science through development of new academic programmes in Quantity Surveying valuation and more practical veterinary training ICT Infrastructural capacity and utilization in service delivery through use of administrative/management information systems. Development of a model University Library 		2004)	
		US\$ 4.99m	Phase II (2004-2007)	Completed
		US\$ 5.57m	Phase III(2007-2011)	On-going
	Building, nurturing and retaining the next generation of academics**	US\$ 1.95m	Phase I (2010-2012)	On-going
Norwegian Programme for Development, Research & Education (NUFU)	<ul style="list-style-type: none"> Human Resource Development – training at M.Sc., Ph.D. and technical staff training Joint Research and publication by Staff Attendance of Conferences and Seminars for dissemination of Research findings Staff and student exchange, joint supervision and degrees 	NOK17,233,840 (USD \$ 2,461,977)	Phase I (1991-2005)	Completed
		NOK25,325,040 (USD \$3,617,863)	Phase II (1996-2001)	Completed
		NOK53,792,960 (USD \$ 7,684,709)	Phase III (2002-2006)	Completed
		NOK20,739,850 (USD \$ 2,962,836)	Phase IV(2007-2011)	On-going
Rockefeller Foundation	Devolution to Colleges – Planning Grant for formation of College of Health Sciences	US\$ 245,000	2002	Completed
Ford Foundation	Devolution to Colleges – Planning Grant for formation of College of Humanities – The Pentad Plan	US\$ 100,000	2002	Completed
Rockefeller	Devolution to Colleges – Planning Grant for formation of College of	US\$ 176,638	2003	Completed

Development Partner	Areas of Support	Amount – Respective Currency and Equivalent (US\$)*	Phase/Timeframe	Status
Foundation	Agriculture and Environmental Sciences			
Rockefeller Foundation/IDA/WB	Enhancement of Makerere University and Partnering Institutions' role in Government Policy of Decentralised Service Delivery.	US\$ 17.6million	2001-2009/10	Completed

Source: Planning & Development Department, Makerere University

****Exchange rates exposure differed over the different phases of support on various programs***

*****Includes development and operationalization of a Web portal as a platform for dissemination of project activities and outputs from collaborating/participating universities***