



Uganda Martyrs University

*Established in 1993 to serve the
Church and the Nation*

Chartered by the Government of Uganda



Biennial Report

2013 / 2015 Academic Period

Vision, Mission, Motto and Guiding Principles

Vision

To be a University that is nationally and internationally recognized for excellence in research, community engagement and the advancement of knowledge.

Mission

To provide quality higher education, training and research for the betterment of society guided by ethical values.

Motto

'Virtute et sapientia duc mundum' (By Virtue and Wisdom Lead the World)

Slogan

Making a difference

Guiding Principles

- Transparency
- Accountability
- Reliability
- Action based on institutional ethos
- Quality

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Uganda Martyrs University (UMU)
Biennial Report
2013-2015 Academic Period
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Archbishop of Kampala

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Dean, Faculty of Business Administration and
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Dean, Faculty of Humanities and Social Sciences
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Dean, Mother Kevin Postgraduate Medical School
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Head of Department of Computer Science and
Information Systems
Head of Department of Good Governance and
Peace Studies
Head of the Library
Head of Information, Communication and Technology
Chaplain
Board Chairperson, Equator Valley Farm

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Acronyms

BAM	Business Administration and Management
BED	Bachelor of Education
EASDGIS	East African School of Diplomacy, Governance and International Studies
GAT	Graduate Admission Test
GPA	Grade Point Average
ICPAU	The Institute of Public Accountants of Uganda
IEDS	Institute of Ethics and Development Studies
MAIN	Microfinance African Institutions Network
MBA	Master of Business Administration
MKPGMS	Mother Kevin Postgraduate Medical School
MMed	Master of Medicine
MoH	Ministry of Health
MoU	Memorandum of Understanding
MPH	Master of Public Health
MRPP	Master of Research and Public Policy
NCHE	National Council for Higher Education
NGO	Non-governmental Organization
PASGR	Partnership for Social and Governance Research
PhD	Doctor of Philosophy
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
STEP	Student Training for Entrepreneurial Promotion
UMU	Uganda Martyrs University
UMUSU	Uganda Martyrs University Students Union
UND	University of Notre Dame
UPFORD	University Partnership for Research and Development

Message from the Chairperson Governing Council



Rt. Rev. Sanctus Lino Wanok
Bishop of Nebbi Diocese

I am pleased to present to you the Uganda Martyrs University (UMU) Biennial Report for the Academic Period 2013-2015. UMU has been in existence for 22 years now. In these 22 years UMU's key accomplishments over the years have been the creation of unique programmes, growth in infrastructure, establishment of new campuses, an increase in research outputs and collaborations as well as engagement in community outreach. These accomplishments feed into the vision and mission of the University which is to provide quality higher education, training and research for the betterment of society guided by ethical values.

On behalf of Governing Council, I would like to thank Management and Staff for the accomplishments. I would also like to express my appreciation to our development partners for their support through funding and conducting joint activities in research, community outreach, infrastructure development, scholarships and capacity building.

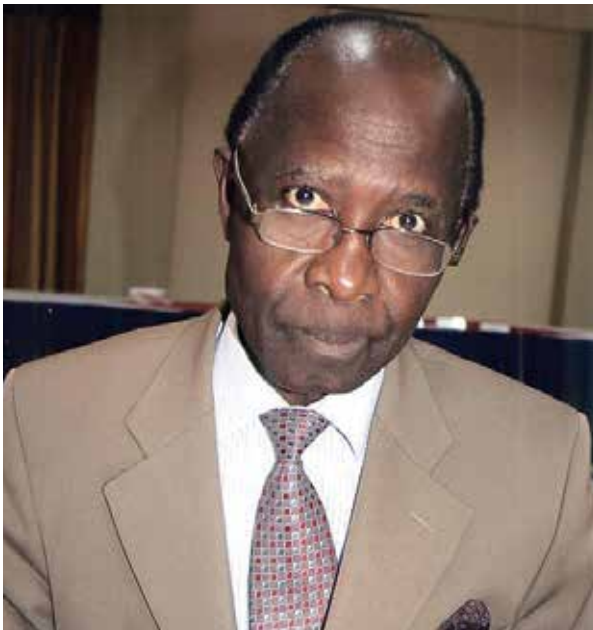
What makes the difference in our University are the Catholic values which are universally compatible with human formation, whichever denomination or religion one may be. As we continue to make a difference in this manner through education, we should, in virtue and wisdom, lead humanity in the right direction.

+ *Wanok Sanctus Lino*

Messages from the Vice Chancellors

In the Academic period 2013-2015 UMU said goodbye to the Second Vice Chancellor Prof. Charles Olweny and welcomed the third and current Vice Chancellor Rev. Prof. John C. Maviiri who was installed on 24 March 2015. At the handover and installation ceremony each of them shared their vision and mission of UMU hereby included in this biennial report.

Prof. Charles Olweny's Handover Message



Prof. Charles L. M. Olweny MD., FRACP
outgoing Vice Chancellor

The Chancellor of Uganda Martyrs University, the Most Rev. John Baptist Odama, Archbishop of Gulu;
The Patron of UMU, the Most Rev. Dr. Cyprian Kizito Lwanga, Archbishop of Kampala;
The Chairman of Governing Council, the Rt. Rev. Santos Linus Wanok Bishop of Nebbi;
Governing Council members here present;
His Highness Moses Stephen Owor, Kwari Adhola of Padhola Chieftdom;
The New Vice Chancellor Dr. John Chrysotom Maviiri;
The Founding Vice Chancellor, Professor Michel Lejeune;
Family members and Friends;
Colleagues;
Invited Guests;
Ladies and Gentlemen,

I consider it a singular honour to stand before you and to make some parting remarks. There is time for everything. There is time to come and time to go. I arrived at UMU towards the end of December, 2006, and I was installed in mid-January, 2007. Three persons accompanied me and as it were held my hand and assured the then Chancellor Rt. Rev. Matthias Ssekamanya of my ability and suitability for the job at hand. The same three are here today with ears to the ground perhaps to ascertain that indeed I did not let them down. I will ask them to please stand for recognition. The trio your Grace Chancellor are Mr. Steve Lwanga, Mr. Sam Owor and Dr. John Otiiti. Allow me to say thank you to the famous trio, to members of my family, and especially to my spouse Phoebe for the tremendous support accorded to me as a rolling stone throughout my hectic working life.

The values we espouse in life, viz:- say thank you, say sorry when you have wronged someone, clean up your mess, and put things back where you found them, do not take what does not belong to you etc. are taught at home and in the sand pits of a kindergarten and NOT at a university. I am a firm believer of the saying "thanks delayed is thanks denied." I therefore wish to take this opportunity to thank the Uganda Episcopal Conference for giving me the opportunity to serve this institution as Vice Chancellor and Chief Executive Officer and to serve the Church through the process of "New Evangelisation." I thank Governing Council and Senate for the strategic guidance and I thank Management for the team work we engaged in and enjoyed. I am on record for stressing the characteristics of a winning team, viz. a winning team must (a) work hard, (b) help each other, (c) play to win because if they play a defensive game the most they can expect is a draw and (d) lastly a winning team must be prepared to take risks. We have as Management embraced those four characteristics over the last eight years. I must say thank you to my personal Assistant Ms. Lucy Ntimba for the support and guidance over the last seven years. She knows the functioning in that office more than anyone else. I wish to thank my drivers and more recently Mr. David Mwesigwa. David was always punctual and reliable and he made my external relations locally, nationally, regionally and

even internationally easy and doable.

Your Grace Chancellor, in the course of my 8 years at UMU I must have rubbed some people on the wrong side and especially in trying to live up to our guiding principles viz. Transparency, Accountability, Reliability, Action based on institutional ethos and Quality. If I wronged you, I apologize and I hereby publicly say I am sorry as it was neither intentional nor personal. I sincerely crave for your indulgence. I wish to openly say I am sorry to Rev. Dr. John Chrysostom Maviiri for I have yet to clean up my mess in his office.

Your Grace Chancellor, I created a personal vision for the university soon after arrival viz:- To make UMU a student-centered university; a research intensive university; a university that is truly Ugandan in character, and yet a university of international repute; a university imbued with Christian values and a university that responds to the needs of the Church and the people of Uganda. To me a vision is a compelling image of an achievable future event or outcome. A vision without a task is a dream; a task without a vision is drudgery, but a vision with a task can change the world. In formulating this vision I knew we had both and therefore we could change the world. I was aware that a leader cannot give direction to an organization if the people he/she works with do not share his/her vision. I therefore appealed to all to think through my vision and if they liked it to make it their own. I am glad they did.

The other day a colleague of mine met me and on learning that I had retired as Vice Chancellor, he asked me what legacy do you leave behind as outgoing Vice Chancellor? I wish to enumerate some of what I told the colleague but I am quick to say, it was teamwork. I did not do it alone. We initiated three new programmes viz. the Faculty of Humanities and Social Sciences, The East African School of Diplomacy, Governance and International Studies and the Mother Kevin Post Graduate Medical School. In addition, we established the Directorate for University Advancement and the Directorate for Outreach. We had wanted to start a School of Legal Education. Most of the paper work was done, but we were told to slow down as we were biting more than we could chew.

We paid attention to the hardware and completed the following physical structures viz. Bernard Onyango Registry Building, St. Thomas Moore Good Governance Building, Faculty of Health Science Building and recently Agriculture Laboratory Building. While paying attention to the physical structures, we made sure policies were in place as well. For instance a "Master Plan" and "Strategic Plan" are in place and strategic objectives are being implemented piece meal. In addition, the Finance



UMU's first Vice Chancellor Prof. Michel Lejeune (left), the second and outgoing Vice Chancellor Prof. Charles Olweny (Centre) and the current Vice Chancellor Rev. Prof. John C. Maviiri.

Manual and Human Resource Manual are in place. Research policy and criteria for promotion have been approved by Council. In addition, Governing Council self-appraisal is undertaken every two years, and members of Management are evaluated every two to three years. The instruments for these have been validated. The Charter that was gazetted in April 2005 has been amended and we await the process to have it signed by His Excellency the President.

We have nurtured Kisubi Brothers as a constituent college and we believe it is ready for full university status. Because of our belief that UMU's impact must be felt in all the four Ecclesiastical Provinces of Uganda, we opened Mbale campus in the Tororo Ecclesiastical Province, Lira Campus in the Gulu Ecclesiastical Province and Kabale and Fort Portal Campuses in Mbarara Ecclesiastical Province. We have also lobbied hard to have the road from Kayabwe to Nkozi upgraded and this single action has lifted the face of our Campus. In addition, we have endeavoured to pave most of our paths and lanes within the Campus.

Your Grace Chancellor, we believed in concentrating on what we know best viz. research and teaching. We have therefore outsourced most non-academic activities i.e. compound cleaning, security, catering and health care for both students and staff by initiating a health insurance programme.

Your Grace Chancellor, change is necessary, but continuity is important. I therefore wish to publicly apologise to the new Vice Chancellor as the handover did not go as smoothly as we had envisaged for circumstances beyond our control. I was able to forward electronically my handover report in a timely fashion, and since we had met and known each other before especially when he was the Vice Chancellor of the Catholic University of Eastern Africa (CUEA) and I was a member of CUEA's Governing Council he was able to read

between the lines. I wish to appeal to all stakeholders the Episcopal Conference, Governing Council and its various committees, Senate, Management, Staff (both academic and non-academic) and students to accord Dr. Maviiri all the support he needs to move UMU to the next level and to achieve our stated goal viz to become the bench mark of institutions of learning not only in Uganda but in the entire Great Lakes Region and to make a difference where it counts viz in the leaders of tomorrow.

Finally, I will conclude with the saying by one of my favourite authors, Richard Allbright, in his book the "Adventures of a Mysterious Messiah."

He states, "Do not be afraid to say goodbye; goodbyes are necessary if we are to meet again, and meeting again is a must for those who love each other." I love UMU and all its past, present and those yet to come. As an alumni, I believe we shall sooner or later meet again. Thank you for providing this opportunity to formally say farewell.

Rev. Prof. John C. Maviiri's Installation Message



Rev. Prof. John C. Maviiri.
Current Vice Chancellor

Your Grace, the Chancellor, Chairman of UEC and Archbishop of Gulu
Your Grace, the Patron and Archbishop of Kampala
Your Eminence, the Cardinal
My Lord Bishops
Distinguished Members of Governing Council
Colleagues Vice Chancellors from other Universities
Members of Management and University Senate and Staff
Our Invited Guests and partners
Alumni, the Pride of UMU
Dear beloved Students
My dear Neighbors
Ladies and Gentlemen,

Welcome

I welcome you all and thank you for sacrificing your precious time to be here on a Tuesday. You have thought of this event as important and I cannot thank you enough for this show of love and solidarity. Feel at home at UMU right on the Equator.

In the same vein, I heartily thank the UMU community and neighbors for the warm welcome you accorded me since my arrival. I have no doubt that we will work together to keep the UMU flag high. Each one of you is precious to me and I welcome your valuable contribution as a partner in

achieving the noble goals of this institution. Let us use positive energies even in facing challenges and work together to find the appropriate solutions. In positive thinking, challenges are opportunities for further improvements and development.

Thank the Conference

I thank the Uganda Episcopal Conference (UEC) for having appointed me to this position of leadership. My physical presence at this installation is an affirmation that I have fully accepted responsibility and I promise to do my best to advance the mission of this esteemed institution. I only seek the needed support of the Conference at every stage of our development so that we move together in the right direction.

Thank the Predecessors

Your Grace, the Chancellor, I am taking over leadership when this institution is in its youth just 22 years old. I would like to appreciate and pay tribute to the founders and subsequent implementers of the dream and vision of this youth. Particular mention are my Predecessors in this mantle namely Prof. Michel Lejeune, the first Vice Chancellor of UMU (13 years) and Prof. Charles Olweny, the second Vice chancellor of UMU, who has handed over to me after 8 years of service. You laid the foundations on which I will continue to build. Of course, when I mention these two guys, I also include the multitude of collaborators, partners and stakeholders especially parents and students, without whom the dream would never have been realized.

Vision

Having gone through a period of initiation and orientation, my vision for UMU shall be in line with the overall expectation of stakeholders, namely, A University of excellence in the execution of its mission upheld by high standards and quality services. Excellence has always been the defining moment of Catholic schools at all levels and indeed the landmark of Catholic Identity of Catholic Universities. In other words, one cannot think of a Catholic University devoid of excellence in the execution of its core functions of research, teaching and community engagement. Being the only Catholic University in Uganda, UMU shall seek to be known for its excellence, leading in upholding Christian ethical values, high academic standards and quality services in all its life and activities.

Relevance of a Catholic University

Your Grace the Chancellor, allow me to underline the relevance of a Catholic University distinct from other universities. This is ably articulated by



The outgoing Vice Chancellor Prof. Charles Olweny (Left) and the Chancellor Most Rev. John Baptist Odama (Right) handover instruments of leadership to the current Vice Chancellor Rev. Prof. John C. Maviiri.

St. John Paul II, Pope, in his apostolic letter, *Ex Corde Ecclesiae* (1990): generally the core task of a catholic university is the joy of searching for the truth, discovering it and communicating it. But, "in the world today, characterized by such rapid developments in science and technology, the tasks of a Catholic University assume even greater importance and urgency. Science and technological discoveries create an enormous economic and industrial growth, but they also inescapably require the correspondingly necessary search for meaning in order to guarantee that new discoveries are used for the authentic good of individuals and of human society as a whole" (no. 7).

In this regard, the study of sciences should go hand in hand with appropriate attention to humanities. Science and technology without the study history, philosophy and humanities will not lead to proper authentic development and the civilization of love (first mentioned by Blessed Pope Paul VI on Pentecost Sunday, 17 May 1970).

Our country should not be misled to believe that science and technology is the sole answer to our perennial challenges of ignorance, disease and poverty. The relevance of the Catholic University shall be to marry the two so as to effect the ideal holistic development which is relevant to Africa. A recent international survey on the type of student on university campus reveals something of concern. To the question "What are you looking for at a prestigious Catholic University?" Over 50% respondents simply said: "I need a certificate in order to get a good job!" This means that I may be on different wave-length far from what the student is about. A university that focuses on mere academic excellence falls short of the goal of holistic education.

UMU making a Difference

I note with great appreciation that right from inception (1993), UMU already engaged in the search for the

right solutions to the so many moral, political and economic problems which arise in both the life of individuals and social relationships. This is clear in all programs, although greatly articulated in the mother Institute of Ethics and Development Studies. At the end of the day, when a student has attained a degree from UMU, that same person should go away with a sense of self-worth, with dignity and sense of self-confidence (spiced with Christian ethical values) to contribute something to make the world a better place, not only for him/herself, but also for the others, thus making a difference.

Africae Munus (2011) on Catholic Universities

Pope Benedict XVI, has encouraged the establishment of catholic universities throughout the African continent as part of the new evangelization movement to appreciate African values and to preserve them for the future generations. We should not lose the patrimony of our diverse cultures that define the African identity. The retired Pope acknowledges the fact that Catholic Universities in Africa play a vital role "to shape the minds and hearts of the young people in light of the gospel,..." (no. 135). He sees A Catholic University as a "cultural centre" offering the Church the possibility of "cultural exchange" and enabling the culture of "listening, respect and tolerance" (no. 137).

I am happy to note that UMU is already experiencing cultural diversity and having the opportunity to learn that we are different but one nation, one continent, one world. This is part of the peace education which was adopted by the ACUHIAM (Association of Catholic Universities and Higher Institutes of Africa and Madagascar) - July 2009.

Relevance of the system of education

In general terms, ACUHIAM, moving in the direction of peace education, is a response to the problems of Catholic Universities in Africa which are faced with concrete issues to deliver an education that will liberate the people from prejudices (of the "we" and the "others") creating unhealthy relationships often exploited by politicians to divide the masses on ethnic grounds, sometimes leading to conflicts and civil wars, and compounding the conditions of poverty and disease. We are looking at an education for life which leads to wisdom to face all situations of life, thus empowering the individual to think properly and have sound judgement. More than fifty years after inheriting a purely Western system of education in Africa, it is time to think about the African reality and question the relevance of the present systems in addressing the African reality.

The idea of a Catholic University already embraces the objective of holistic education, but our challenge is to appreciate the African Philosophy which creates the environment for a holistic education rather than a specialist education. This is best expressed by Julius Nyerere thus, "Unless education helps us participate actively in the rebellion against those social structures and conditions which condemn people to poverty, humiliation and degradation, then that education will become irrelevant" (Julius Nyerere, 1966).

Specific to the UMU Community

I have dwelt almost entirely on a perspective of UMU as a Catholic University which may not be familiar discourse to majority of our students and perhaps staff, just for the sole reason that that is what makes us different. (The greatest sin of Israel was when they went to the Prophet Samuel and demanded to be given a king to rule over them like the other nations. This displeased God who up to then was the sole King of Israel - 1 Samuel 8, 5-7)! We must do things not because everybody else does them, but because they are right and they advance the cause of our mission.

It is therefore my desire to see more of this conversation continued in the months and years to come. In this context UMU should not be seen as discriminating but inclusive of other faith traditions and cultures to favor dialogue and appreciation of unity in diversity. We should realize that the acclaimed New Evangelization movement is more about impacting the values of the Gospel on individuals and society as a whole, rather than making conversions or converting people to Christianity. That is why, non-Catholic students and staff will testify that at UMU there has never been a deliberate plan to convert them, although, the Chaplain will happily welcome anyone, who will freely choose to become a Catholic.

Academic freedom

In conclusion, I would like to assure the University community (students and staff) that, the golden rule of academic freedom is guaranteed within the all embracing philosophy of the joy of searching for the whole truth (about nature, man and God), finding it and communicating it through publications, teaching and community engagement. All this should be done in the interest of authentic human development, thus making our Uganda and the rest of the world a better place to live in.

Introduction from the Deputy Vice Chancellor



Rev. Assoc. Prof. Joseph Kisekka
Deputy Vice Chancellor

Dear friends,

The 2013-2015 report is broadly divided into two sections. While the first part which is alphabetically arranged covers the academic units, the second deals with non-academic issues. Both parts are preceded by the farewell speech of the outgoing Vice Chancellor and the inaugural/acceptance speech of the incoming Vice Chancellor. Before the speeches is the message of the Chairperson Governing Council. At the end, there are important Annexes worthy reading.

In view of the above, we are transparently albeit succinctly telling all our stakeholders that see this is what we have been able to do and accomplish and living in hope that the challenges identified will be sincerely addressed in not too distant a future.

Thus, strengthened and inspired by the lessons that we learn from the Uganda Martyrs whose name we carry, Uganda Martyrs University must continue to run the race of making a difference and leading the world by virtue and wisdom.

With this, please know that your individual contribution is not taken for granted. It was, it is and it will always be cherished.

ACADEMIC UNITS

Faculty of Agriculture

Established in 2000, the Faculty is one of the largest in the University running graduate, bachelors, diploma and certificate programmes as indicated in Table 1. It has several facilities available for teaching including an organic demonstration site at Kalagala (5 km from the Main Campus), an eco-site for ecological studies, demonstration fields, an animal husbandry section at the University farm and a newly completed laboratory yet to be equipped.

Table 1: Faculty Programmes

Programme	Mode of delivery	Campus/Affiliated Institution
PhD Programme	By Research	Main Campus
Master of Science in Agro-ecology	Part-time/weekend	Rubaga Campus
MSc. in Monitoring and Evaluation	Fulltime/Part time	Main /Rubaga Campus
Bachelor of Agriculture	Full time	Main Campus
Bachelor of Science in Organic Agriculture	Distance learning	Main Campus
Bachelor of Science in Agriculture (General)	Distance learning	Main Campus
Diploma courses: Crop Production and Farm Management; Animal Production and Farm Management.	Full time	Mbuye Farm School
Certificate in Agriculture	Distance learning	Main Campus
Short Organic courses	Full time, Intensive 2 weeks	Main Campus

Achievements

- ⇒ The Faculty shifted to its new home at Equator Valley Farm for ease of access to teaching facilities.
- ⇒ Several teaching facilities were established. These are; animal husbandry, demonstration fields and a technology demonstration facility.
- ⇒ The Faculty joined the Government Loan Scheme (Higher Education Students Financing Board) through which 34 students in year one are being sponsored.
- ⇒ In collaboration with Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), the Faculty developed a Master of Science in Monitoring and Evaluation which started in the academic year 2014/2015.
- ⇒ The Faculty is participating in a five year Ecological Organic Agriculture Project (2014-2018) which is an East and Central Africa project.
- ⇒ A staff member, Dr. Jumba Francis, obtained a PhD in Organic Agriculture.

Staff produced the following publications:

- Acero Miria, Settumba B. Mukasa and Yona Baguma (2013). The distribution and Ethno-botany of the False Banana (*Ensete* species) in Uganda. Paper presented at the 5th Uganda Martyrs' University Annual Research Conference held on the 20th November, 2013. *Journal of Science and Sustainable Development* (in press);
- Bwogi Godfrey, Mwine Julius, Jumba Francis, Murongo Marius, Grace Njeri Njoroge, Kabango Freddie, Mutumba Nakulima, Kyeswa Pross: Assessing the Effectiveness of Ethnomedicinal Products on Banana Weevils Using REML. *Agriculture, Forestry and Fisheries*. Accepted August 2014, Doi: 10.11648/j.

Challenges

- The Power at the Equator Valley Farm where the Faculty is stationed was unstable thus affecting activities.
- Limited computers for staff and students which affects teaching and learning.
- The Agriculture Laboratory is not yet equipped implying that laboratory services were outsourced.

Future Plans

- Explore the option of using solar power to address the issue of unstable electricity.
- Equip the computer laboratory with enough computers to serve both staff and students.
- Equip the Agriculture laboratory.



Faculty of Agriculture students doing practicals in the Faculty's demonstration gardens



Faculty of Business Administration and Management

The Faculty is committed to maintaining high level quality of teaching and learning, research and community services. Consequently, its activities are guided by the vision and objectives of the University.

Achievements

- Developed a new programme: Bachelor of Science in Accounting and Finance. The first batch of students started in the academic year 2014/2015.
- Established collaborations with Post Bank and Ministry of Finance, Planning and Economic Development to provide internship opportunities for students. At the same time, the Faculty maintained the existing collaborations with other organizations including Centenary Bank, Bank of Uganda, Century Bottling Company, The Institute of Public Accountants of Uganda (ICPAU) and ACCA among others. Consequently, the opportunities for internship for students have increased.
- The Dean, Mr. Moses Kibrai, attended a training of trainers in Master of Research in Public Policy teaching financed by Partnership for Social and Governance Research (PASGR) in Kenya, while another staff, Fr. Edward Ssemwogerere, is undertaking a Masters Programme in Kenya facilitated by the University of Milan. In addition, two staff are undertaking PhD programmes at Makerere University.
- The Faculty has improved the teaching and learning by actively involving students in the learning process. This approach has increased interaction between students and facilitators as well as enhanced confidence among students during class discussions and learning.
- The number of staff engaging in research projects has increased. In the previous year- 2012, only three staff were actively involved in research compared to 12 in the reporting period.
- In collaboration with Leuphana University of Luneburg (Germany) and Uganda National Commission for UNESCO conducted a third and last round of Student Training for Entrepreneurial Promotion (STEP) programme. The aim of the programme was to equip students from all disciplines with theoretical and practical skills in entrepreneurship so as to diversify their career options.
- In collaboration with Universita Cattolica del Sacro Cuore, Milan, Italy developed a Master of Business Administration in Impact for Entrepreneurship scheduled to start in November 2015. The programme will train both active and aspiring entrepreneurs in the start-up or scaling of their businesses.
- Kenyatta University and UMU developed a Semester Abroad Exchange Programme aimed at giving students an opportunity to experience academic and social environments other than theirs. In the reporting period BAM hosted 7 exchange students and sent 7 students to Kenyatta University.

Challenges

- Research supervision especially at Masters level is a challenge as there are too many students to be supervised by available lecturers.
- Inadequate Research Capacity to write and win research projects due to few numbers of senior staff in the Faculty.
- Limited collaborations outside Uganda.

Future Plans

- Train staff in research supervision and project writing.
- Use existing collaborations to expand outside the country.
- Encourage staff to enroll and complete their PhD programmes.
- Forge a partnership with the Insurance Regulatory Authority and establish a joint programme in Insurance training.

Department of Microfinance

The University continues to offer opportunities for career development in Microfinance. Currently, the department, which is housed in Faculty of Business Administration and Management, runs two programmes: a diploma and degree in Microfinance and Community Economic Development. The programmes are offered on distance learning and they attract participants from various countries in Africa. The department hosts students for a two week residential workshop in mid-July annually. During the workshop they have the opportunity to interact with experts from both the world of academia and practice.

Achievements

- The department cemented its relationship with Microfinance African Institutions Network (MAIN) through signing a memorandum of understanding.
- The outreach component of the programme was strengthened by collaborating with the Outreach Directorate and University of Notre Dame to conduct research activities which saw the parties design and implement the Social Enterprise Project (2014-2016).
- The programmes continued being attractive regionally as evidenced by enrolment particularly from West Africa.

Challenges

- The department runs only two undergraduate programmes offered at distance learning. This does not suit the needs of a diverse array of prospective students such as those seeking postgraduate programmes.
- Programmes are limited to only candidates with prior experience and this leaves out high school leavers.
- Some international students like those from West Africa are increasingly finding it hard to meet transport costs for the residential workshops every year.
- Encountering challenges in managing quality of distance learning programmes as their dynamics are different from those of fulltime courses.
- Limited full time staff to achieve effective operation.

Future Plans

- A masters programme, Masters in Business Administration-Microfinance, is being developed to cater for candidates who wish to pursue postgraduate studies.
- The department is revising the existing programmes in an effort to meet the needs of the various stakeholders. For example, plans to introduce a fulltime stream for bachelors programmes are underway.
- Devise ways of enabling international students to do exams in their regions so as to cut on costs for residential workshops.
- Collaborate with various stakeholders including the Quality Assurance Directorate and the National Council for Higher Education (NCHE) to devise ways of improving the quality of distance learning programmes.
- Recruit more full time staff.

Faculty of Education

The Faculty continued to consolidate the existing programmes while working on new programmes in harmony with the University's goals.

Achievements

- New programmes were developed, approved by Senate and accredited by the NCHE. The Master of Education programme with specializations was accredited for five years and it started running in the academic year 2014/2015. The Bachelor of English Language and Literature in English was also accredited.
- The Faculty received 3 visiting scholars, Dr. Marc Curtright, Geoff Goodman and Valeda Dent. Dr. Curtright donated books that will be helpful for the Masters and Early Childhood programmes.
- One of the scholars, Dr. Valeda Dent who was at UMU from January to August 2014 helped upload the Faculty of Education programmes onto the moodle platform. Now people from outside UMU can access and view the programmes. The Faculty is grateful for her contribution towards the betterment of its activities.
- Self-assessment of the Post Graduate Diploma in Teaching and Learning in Higher Education and the Master of Arts in Education and Development programmes was carried out and the programmes are about to be reaccredited by NCHE for the next five years.

Challenges

- There were no Master of Arts in Education and Development entrants in the reporting period.
- Successfully guiding research of a distance learner remains a challenge. The overlap of the supervisees needs to be re-thought so as to have proper engagement in the exercise.
- Inadequate time for the January and May face to face sessions.
- There is need to put in place laboratory facilities for Biology, Chemistry and Physics.
- There is urgent need to set up departments in order to streamline the running of the Faculty.

Future Plans

- Strategize on increasing student numbers and launch the initial intake for Bachelor of Arts with Education (Secondary) and Bachelor of Science with Education (Secondary) in the academic year 2015/2016.
- Conduct refresher workshops on different areas of interest including research methodology and publication as part of ongoing staff development.
- Members of the Faculty to travel to the centers to engage in the registration and orientation of new students and offer field support.
- Put in place laboratory facilities for Biology, Chemistry and Physics.
- Set up departments in order to streamline the running of the Faculty.
- Conduct an internal audit for undergraduate programmes in preparation for re-accreditation, and tracer studies to build on the available information.
- Carry out self-assessment of Bachelor of Education (primary) and Diploma in Education (primary) in view of reaccreditation by NCHE for the next five years.
- Monitor creation of the educational hub in Mbale.

Faculty of Health Sciences

The guiding theme for the reporting period was “expanding opportunities for targeted customers to access quality education.” In keeping with this theme, the Faculty carried out a number of activities, recorded several achievements but also encountered some challenges.

Achievements

- Introduced a Master of Public Health (MPH) in Health Promotion and MPH in Population and Reproductive Health on full-time and part time basis. These programmes are approved by the NCHE. Part time programmes are meant to cater for the growing demand of health professional who cannot secure study leave from their employment. Classes are conducted on Friday evenings and weekends at Nsambya Hospital Training School in Kampala.
- The Faculty also introduced Bachelor of Public Health and Health Promotion on part-time basis, also taught from Nsambya Hospital Training School. This programme has become very popular and in 2015/2016 we envisage to have double streams because of many students.
- The Faculty in 2013/14 academic year secured scholarships from the World Bank, through the Ministry of Health (MoH) for a 3rd batch of students (23 pursuing MSc. Hospital Management and 18 doing Advanced Diploma in Health Services Management). In 2014/2015 academic year, the Faculty secured scholarships for another 23 students of MSc. in Hospital Management who will graduate in November 2015. These scholarships show the confidence the Ministry of Health and the World Bank have in the faculty programmes.
- Secured research funding for the MoH/World Bank sponsored students. The Ministry gave UGX. 2,000,000 to each MSc. student and UGX. 1,500,000 to each Diploma student. This greatly boosted completion rates which had been low because of lack of research funding.
- Developed a Post Graduate Certificate course in Monitoring and Evaluation deriving it from the MPH in Health Programme Evaluation that is already approved by NCHE but not yet running. Some students from the first lot were able to get jobs before graduating because of the high demand for their expertise.
- Through collaborative efforts, staff achieved skills in the following areas:
 - Training in Critical thinking attended by Dr. John Francis Mugisha and Mr. Simon Peter Katongole in Lima, Peru with support from the Linqued Network;
 - Training in Cooperative Learning and Thesis Supervision in Bangalore, India attended by Dr. John Francis Mugisha and Ms. Apophia Agiresaasi. Dr. Mugisha was invited as a facilitator;
 - Training in Critical Thinking, Curriculum design in Rabat, Morocco, attended by Dr. John Francis Mugisha, Ms. Lillian Wampande and Mr. Philip Govule. Dr. Mugisha was invited as a facilitator;
 - Training in Students’ Assessment attended by Mr. Philip Govule and Ms. Jackie Kobusingye at the Institute of Tropical Medicine in Belgium;
 - Training in Lot Quality Assurance Survey (LQAS) attended by Faculty staff and organized by the Faculty with a Facilitator from Liverpool School of Tropical Medicine;
 - Dr. Miisa Nanyingi began on a Fellowship Programme in Health Systems Strengthening with Makerere School of Public Health which is co-facilitated with University of Antwerp;
 - Dr. Everd Maniple completed his PhD from the Royal College of Surgeons, part of the National University of Ireland and is back working.
- Recruited 5 staff members. They are; Ms. Jackie Kobusingye, Mr. Peter Byansi, Ms. Lillian Nantume Wampande, Mr. Patrick Rwahwire and Ms. Edwinah Atusingwize.
- Together with its Masters’ Students, the Faculty conducted a study on ‘application of workload indicator of staffing needs,’ a method that determined staffing needs and workload pressure in Gombe, Kisubi, Mityana and Mubende hospitals. In addition, patient safety and quality was investigated in the same hospitals. The two studies were highly appreciated by the hospitals.
- Each student on Advanced Diploma programme conducted a process improvement action research in health facilities as part of the course requirements, under the supervision of a lecturer. Reports were written and submitted instead of the academic dissertations. The feedback got from the facilities was that the students’ work contributed greatly to improvement of health care provision.
- Partnered with other African Universities to write a Staff and Student mobility scheme project which is coordinated from Ghana. Under this scheme, the Faculty is sending one fully funded staff to pursue a PhD in Public Health at the University of Ghana and will receive students to do a Master of Science in Health Services Management and some visiting staff in the academic year 2015/2016.

- ➔ The Faculty members worked with Masters students on publication of the students' research. Over 10 students' research have been co-published with staff with mainly electronic and free access journals.

Challenges

- ➔ Lack of senior staff at the rank of Professor and Associate Professor continued to affect Faculty activities including crippling efforts to initiate partnerships in research and consultancy with other Health Science Schools and Colleges.
- ➔ High staff attrition.

Future Plans

- ➔ Encourage staff to write and publish in order to create a calibre of senior staff, including Professors and Associate Professors.
- ➔ Engage staff to write grant projects to supplement staff remuneration and hopefully reduce high staff attrition.
- ➔ Consider options of distance learning mode of study as it has proved more convenient for the working group which the Faculty targets in its training programmes. This requires writing modules for the proposed programmes.
- ➔ We maintain our medium term goal of combining the Faculty of Health Sciences with Mother Kevin Postgraduate School and Nsambya School of Nursing (which is beginning a Bachelor of Nursing Science programme) to form one College of Health Sciences located in Nsambya. This shall free space for expansion in Nkozi and make UMU more visible in Kampala and in the world of Health Sciences. As a College, it is hoped that it will be more self-sustaining.
- ➔ The Faculty is making plans to form its Alumni Association to help connect current activities and students with the old students for support and mentorship. Efforts to track old students are on-going.
- ➔ The Faculty has completed 10 years in existence. A conference and a launch of the Faculty Journal marking the beginning of a new decade of scholarship for the Faculty will be held with its stakeholders. All papers presented at the conference will be given a special issue in this journal-“Health Policy and Development”- which will be electronic to expand its readership while reducing huge costs of printing and distribution.

Faculty of Humanities and Social Sciences

The Faculty runs two Masters Programmes at Rubaga Campus only and part time undergraduate programmes at Rubaga Campus and Masaka Branch. It houses the department of Languages and affiliate programmes in Counselling for St. Francis Counsellor Training Institute Mbarara, Kisubi Brothers University College and Nsamizi Training Institute for Social Development.

Achievements

- Successfully started a Master of Refugee and Migration Studies with a promising number of 19 students.
- Successfully held a public seminar on Managing Forced Displacement in Uganda on 2nd May 2014 where the guest speaker was Hon. Eng. Hilary Onek, Minister for Relief, Disaster Preparedness and Refugees. This provided openings for strategic collaboration with the Government of Uganda.
- An impact evaluation research commissioned by Oxfam Novib was carried out by the Faculty. This increased capacity of the Faculty in research and collaboration.
- A review process of the academic programmes started with a workshop on quality education. The workshop was facilitated by staff from the Faculty and NCHE.
- Successfully held research progress workshops for Masters students so as to keep them on track and improve on completion rates. The measure has yielded fruit.

Challenges

- The quota system (three terms a year) has made it difficult for the Faculty to follow some of the academic policies such as the retake policy; the quota starts before the results are approved by Senate, hence making repeating difficult.
- Student numbers are still low.
- Inadequate classroom space for Masters students at Rubaga.

Future Plans

- Re-structure the programme time table to fit in a semester system.
- Initiate collaborations with the church/faith based organisations e.g. Caritas to enable students practice their theory and also contribute to society through voluntary outreach programmes.
- Strengthen collaborations with Government.
- Strengthen research and publication through internal research, capacity building and seeking for more research opportunities.



UMU Staff and stakeholders at a public seminar on Managing Forced Displacement held on 2 May 2014. 7th left (standing) Is the Chief Guest Hon. Eng. Hilary Onek, Minister for Relief, Disaster Preparedness and Refugees.

Department of Languages

The Department of Languages is housed in the Faculty of Humanities and it has 8 lecturers who provide services across faculties. The Department is in the process of introducing more languages other than English to be taught in UMU and to the community outside UMU.

Achievements

- The Department in conjunction with the Faculty of Education started a new programme: Bachelor of Arts (BA) in English and Literature accredited by the NCHE.
- The Department conducted a field evaluation on the impact of the English courses on the alumni and the findings informed the review of the English courses.
- The Head of Department, Ms. Christine Nakyejwe, presented a paper at an international conference that took place at the University of Rwanda in the field of 'Language and Peace-building.'
- Members of the Department participated in the 'Impact Evaluation Research' that was commissioned by Oxfam Novib in the districts of Kotido, Amuru and Moyo.

Challenge

- Various programmes are not assessed at the same time implying that a lecturer must set a number of papers at varying times (2 sets per examination accompanied with marking guides). Consequently, a lecturer is busy throughout the year.

Future Plans

- To organize and schedule assessments for all programmes at the same time.
- The Department in conjunction with the Department of Kiswahili of Kenyatta University is working on two programmes of Kiswahili: BA Kiswahili with Education planned to be accredited by NCHE in the academic year 2015/2016 and the Kiswahili short course to be introduced in the academic year 2015/2016.
- The BA English Language and Literature with Education and also the Bachelor of Education in English Language was accredited by NCHE in the academic year 2014/2015 and teaching starts in the academic year 2015/2016.

Faculty of Science

The Faculty of Science offers the following academic programmes: Diploma in Computer Science and Information Systems on full time and part time basis; Bachelor of Science (Financial Mathematics; Business Economics; Information Technology; Science General); and Masters of Science (Development Economics; ICT Management, Policy and Architectural Design; Information Systems). It has three departments: Computer Science and Information Systems; Mathematics and Statistics; and Economics, with 27 fulltime Lecturers and 2 Teaching Assistants.

Achievements

- ⇒ A staff, Dr Richard Ssembatya, graduated with a PhD in Computer Science and Information Systems.
- ⇒ Recruited two lecturers: Mr. Geoffrey Mubiinzi in Economics department and Mr. Bob Ssenyange in Mathematics and Statistics department.

Challenges

- ⇒ Difficulty in retaining PhD holders especially in Mathematics and Statistics.
- ⇒ Reduced enrolment of students at undergraduate level.
- ⇒ Many lecturers are pursuing further studies at the same time and this has increased the workload of those available at the Faculty.

Future Plans

- ⇒ Write grant projects to supplement staff remuneration and therefore cut on high staff attrition.
- ⇒ Market courses to secondary schools in Uganda.
- ⇒ Take more control and coordination of further studies of lecturers at the Faculty level.
- ⇒ Strengthen the employability of graduates through internship programmes.

Department of Computer Science & Information Systems

The Department of Computer Science and Information Systems is one of the departments within the Faculty of Science. It offers courses in Computer Science; Information Technology; Information Systems; and ICT Management, Policy and Architectural Design. The programmes are run at certificate, diploma, bachelor and masters degree levels and taught on full-time at the Main Campus and part time at Rubaga, Mbale, Masaka, Kabale campuses and in some affiliated institutions of the University.

Achievements

- ⇒ Completed the review of Bachelor of Science in Information Technology curriculum.
- ⇒ The first batch of students from Kabale Campus and Multitech Business School (an affiliated institution) graduated in November 2014 with Certificates and Diplomas in Computer Science and Information Technology and Bachelor of Science in Information Technology.
- ⇒ Together with the Outreach Directorate conducted training in Mobile Literacy in Nindye Parish, Mpigi District as a community engagement of the Faculty.
- ⇒ Implemented the new Diploma Curriculum which is running for two years.
- ⇒ Got a new Head of Department, Dr. Richard Ssembatya who succeeded Ms. Audes Tiragana.
- ⇒ Two staff, Ms. Audes Tiragana and Eva Mirembe, won scholarships to attend a Diploma in ICT Pedagogy and Development at LIFE Academy, Sweden and in India.

Challenges

- Limited teaching equipment (CISCO Switches, Routers, computers).
- Challenges in managing student internships.

Future Plans

- Write grant projects for teaching equipment.
- Develop mechanisms of effectively managing student internships.
- Recruit more academic staff including PhD holders and teaching assistants.
- Develop a Research Agenda for the Department.
- Set up a Software Incubation Centre.
- Forge collaborations with other tertiary institutions and expand community engagement programmes.
- Hold Practical Skills Workshops (Boot Camps) for students to gain hands-on practical ICT skills.
- Advertise departmental courses and other activities online.
- Complete development of an Integrated SMS Hospital Records Management Information System for Nnindye Health Centre III.
- Start an evening programme in Bachelor of Science in Information Technology in Masaka and Rubaga campuses.
- Establish a consultancy to provide specialist services outside UMU and to generate income for department.
- Complete review of curriculum for Masters' courses.



Training community members in mobile literacy to improve information access, Nindye Parish, Mpigi District

Faculty of The Built Environment

The Faculty runs the following undergraduate and graduate programmes: Bachelor of Environmental Design, Advanced Diploma Environmental Design and Master of Architecture (Professional).

Achievements

- The Associate Dean, Dr. Mark Olweny, was appointed Chair of the Commonwealth Association of Architects (CAA) Education Workgroup for 2015/17.
- Two staff successfully defended their PhDs: Connie Nshemereirwe defended her PhD at the University of Twente, The Netherlands (The Relationship between Pre-University Schooling and University Grades in Uganda) and Mark Olweny defended his PhD at Cardiff University, Wales (Investigating the Processes of Socialisation in Architectural Education: Through Experiences in East Africa).
- The Associate Dean, Dr. Mark Olweny, gave a Keynote presentation at the South African Green Building Conference, in Pretoria, South Africa (June 2015).
- Hosted the Fourth Annual Graduating Student Exhibition, at Yasigi Gardens, Kampala, May 2015.
- Inaugurated the first 'Design-Build' studio based project, as part of the Joint Development of Courses for Energy-Efficient, Sustainable Housing in Africa (JENGA) project. This is the first project of its kind in an architecture school in Uganda.
- Held the B. Envi. Des. (Yr.II) travel exhibition in the Onyango Registry Building foyer, Uganda Martyrs University, during October 2014.
- Student in the B. Envi. Des, and M. Arch.(Prof.) programmes participated in the East African Institute of Architects (EAIA) Caravan and Exhibition, as part of the International Union of Architects Conference (UIA), held in Durban South Africa, August 2014.
- Reviewed intake criteria to better identify suitable students.
- The computer laboratory was recapitalised with 20 new iMac workstations.

Staff produced the following publications:

- **Olweny, M.R.O.** (2015). *Investigating the processes of socialization in architectural education: Through experiences in East Africa*, PhD Thesis, Cardiff University, Cardiff.
- **Nshemereirwe, C.V.** (2014). *The relationship between pre-university schooling and university grades in Uganda* (Doctoral Thesis, University of Twente, Enschede, the Netherlands). doi: 10.3990/1.9789036537384.
- **Nshemereirwe, C.V.** (2014). *Investigating the variation in student performance in the A'Level examinations in Uganda: A multilevel analysis*. Journal of Educational Assessment in Africa, Volume 9.
- **Nshemereirwe, C.V.** (2014, August). *Estimating the Subject `Difficulty of A'Level Subjects in Uganda*, 32nd Association for Educational Assessment in Africa (AEAA), Livingstone, Zambia.
- **Olweny, M.R.O., Ndibwami, A., Thomas, P., Ahimbisibwe, A., Lubingo, M., and Katta, J.** (2014) "To Build or Not to Build: Going Live is [Not] Just Being Practical!", paper presented at the *Association of Architectural Educators (AAE) Conference*, The University of Sheffield, Sheffield, UK, Sept. 3-5.
- **Olweny, M.R.O.** (2014) "Socialisation: A perilous transition from novice to architect", poster presentation at *Architecture Otherwhere*, the International Union of Architects (UIA) World Congress, Durban, South Africa, Architecture Education Forum/UIA, Aug. 3-7.
- Lepik, A. (Ed.) (2013) *Afritecture: Building Social Change* (German – Afritecture Bauen mit der Gemeinschaft) – (**Olweny, M.R.O.** - Contributing Author), Hatje Cantz, Berlin (ISBN: 978-3-7757-3660-2).

Challenges

- Attracting and retaining qualified and dedicated academic faculty. This is particularly the case for teaching in specialised areas critical for contemporary architecture education and practice. Most architects tend to favour design studio teaching, steering clear of specialist areas of knowledge, particularly construction, technology and architectural science.
- Heavy workload on academic faculty due to a shortage of staff.
- Meeting the shortfall between the actual cost of running the programme and the tuition charged.

Future Plans

- Begin the third major curriculum review of programmes in the faculty (Part of a five year cycle).
- Strengthen ties with architecture and landscape architecture faculties, particularly RMIT University and the University of Sydney.
- Complete the design-build project as a useable space and experimental building.

Institute of Ethics and Development Studies

The Institute of Ethics and Development Studies (IEDS), which has been merged into the new School of Arts and Social Sciences beginning 1st July 2015, has had a number of achievements in the reporting period.

Achievements

- Established collaborations on the New Bioethics Programmes with the Center for Healthcare Ethics/Bioethics at Duquesne University and the Pontifical Institute John Paul II for Marriage and Family Studies.
- Established collaboration with the Ministry of Ethics and Integrity and designed a short course in Ethics and Integrity, for various groups, through this collaboration.
- Two staff successfully completed their PhD studies: Dr. Cuthbert Tukundane completed his PhD studies at the University of Groningen in the Netherlands and Dr. Denis Musinguzi completed his at UMU.
- 3 new staff members joined the Institute: Dr. John Mary Mooka, Dr. Emmanuel Mutyaba and Ms. Joyce Apio to replace colleagues who had left.
- Dr. BUNTZEL Rudolf from Germany was hosted as Visiting Lecturer in the Institute on a volunteer basis for the period January to May, 2014.
- Two members of the Institute presented academic papers at the workshop of leaders and members of Health Professional Associations and Councils at Fairway Hotel on 12th March, 2014. Dr. Albert Luswata on Ethics, Human Rights and Health Care; Dr. John Mary Mooka on Bioethics Education in Uganda: Mapping critical ethical issues.
- 3 members of the Institute attended the Master of Research and Public Policy (MRRP) Professional Workshop in Nairobi: Dr. Albert Luswata, Dr. Solome Najjuka and Dr. Denis Musinguzi.
- Obtained Institutional and Individual membership to the International Association for Education in Ethics (IAEE).
- Successfully held a Research Supervision workshop for all Staff on 27th January 2015.
- Successfully held research workshops for all candidate classes on all programmes.
- Completed review of all the old programmes in the Institute including: the Diploma and BA in Democracy and Development Studies, the Diploma and BA in Ethics and Development Studies and the MA in Development Studies.
- Developed the new MA in Bioethics, the first of its kind in Uganda.
- Secured internship placements for students in several organizations including Uganda Revenue Authority and Centenary Bank.
- Merging with the Faculty of Humanities and Social Sciences and the East African School of Good Governance, Diplomacy and International Studies.

Challenges

- Continued decline in the number of students in the academic year 2013-2014. The full time masters programme at Nkozi and part time in Masaka did not run.
- Quality of supervision of dissertations could be compromised due to high numbers of supervisees per supervisor.
- The delay in the publication of the Journal of Development Studies negatively affected the Journal and authors of the articles.
- Inadequate funding for staff research.

Future Plans

- Complete new specialization tracks in Development Studies that prospective students may find attractive and hence boost numbers at the Institute.
- Outsource staff from other faculties with related programmes and from other Universities to help in the supervision of students' dissertations.
- Put the Journal of Development Studies online for visibility.
- Budget for staff research.

- Revise and rewrite all distance learning modules.
- Begin BA Programmes of Ethics and Development studies at Rubaga and Masaka Campuses.
- Use affordable technology to move away from hardcopy modules to use of e-learning.
- Complete the ongoing Research Project on Retirement: The New Old Age in Uganda.
- Launch a short course in Ethics and Integrity.
- Develop a BA in Ethics and Public Policy.
- Attract Research Grants.
- Host the International Conference on Development Studies in August 2016.



Staff and international students of IEDS. Front row, right is the Dean, Dr. Albert Luswata

East African School of Diplomacy, Governance and International Studies

The East African School of Diplomacy, Governance and International Studies is comprised of three departments, namely; Department of Diplomacy and International Studies; Department of International Trade Policy and Law; and Department of Good Governance and Peace Studies. In the past year the School has been delivering distance learning, part-time and full-time programmes leading to qualifications in Local Governance and Human Rights; Sustainable Peace and Conflict Management; Research and Public Policy; Diplomacy and International studies and International Trade Policy and Law. The Department of Good Governance and Peace Studies is autonomous and so has an independent report as set out in this document. The School has enjoyed valuable collaborations with the Ministry of Trade and the Ministry of Foreign Affairs.

Achievement

- The School has been able to continue training students in the relevant fields and graduated students in Diplomacy and International Studies and International Trade Policy and Law.

Challenge

- The School in general faces shortage of staff members mainly in the Departments of Diplomacy and International Studies and International Trade Policy and Law.

Future Plans

- Plans are underway to recruit staff in the Departments that do not have enough human resources.
- The School is working on a curriculum to begin Legal Education under the Department of International Trade Policy and Law.

Department of Good Governance and Peace Studies

The Department of Good Governance and Peace Studies is one of the three departments in the East African School of Diplomacy, Governance and International Studies. It was established in 2004 as a semi-autonomous department in the Institute of Ethics and Development Studies evolving from an already existing department of Extra-Mural studies that was ceasing its operations. In 2009, it formally moved from the Institute into the East African School of Diplomacy, Governance and International Studies. It offers the following programmes: Diploma in Local Governance and Human Rights; Bachelor of Local Governance and Human Rights; Master of Local Governance and Human Rights; Master of Sustainable Peace and Conflict Management and Master of Research and Public Policy. In the reporting period the department participated in community outreach and research projects. These are;

Research Projects

Local Governance and Human Rights: Post Conflict Recovery in Northern Uganda, Youth and Democracy and Ethnic Conflict in the Rwenzori region.

Community Outreach Projects

- Post Conflict Reconstruction in Northern Uganda;
- Karamoja Cluster project;
- Local Governance in Bushenyi.

Achievements

- Trained two staff members for their Masters in Peace Studies to boost the programme of Sustainable Peace and Conflict Management: Ms. Susan Kijjagulwe and Sr. Estellina Namutebi.
- Through collaboration with PASGR and 12 other universities across Africa, the Department developed a Master of Research and Public Policy (MRPP) which started in the academic year 2014/2015.
- Under the MRPP, the Department received 156 text books which are already in the library.
- Successfully started a taught PhD programme in Governance, Peace and Development in collaboration with Copper Belt University in Zambia, University for Peace in Costa Rica and African University in Zimbabwe.

Challenges

- The key challenge of the Department is the falling numbers of cohorts on every programme.
- Master of Environmental Security and Peace which was approved to start in the academic year 2013/2014 didn't commence due to failure to raise the required number of students.

Future Plans

- Plans to advertise programmes are underway. Among the plans is that each programme has a coordinator and a team to work with in establishing ways to advertise the programmes. Through this coordinated effort, it is foreseen that numbers will improve and more scholarship will be reached.
- Begin a new programme in Bachelor of Public Administration and Management.

Mother Kevin Postgraduate Medical School

From its inception in November 2010, Mother Kevin Postgraduate Medical School (MKPGMS) at Nsambya offered Masters of Medicine Programmes in the 4 major clinical disciplines: Obstetrics and Gynaecology (O/G), Paediatrics Medicine and Surgery. In August 2012, it added Emergency Medicine (EM). However, the EM Programme did not kick off as planned due to Curriculum and administrative related issues. The EM Curriculum has been revised according to requirements of the NCHE and awaits resubmission for approval.

MKPGMS is grateful to Nsambya Hospital for ensuring the continuing success and growth of the School. The enormous goodwill of Ministry of Health and its provision of scholarships for many students on the programme is a most valued demonstration of the precious bond of partnership between MoH and UMU in manpower development and capacity building for the Health Profession. Special thanks go to the Belgian Embassy Scholarship Agency, the Catholic Scholarships of Kisubi, Uganda Catholic Medical Bureau, Nsambya Hospital, Spe Salvi Foundation and Associazione Italiana Solidarietà tra I Popoli (AISPO) for the scholarships they are providing to students.

Achievements

- The first class of 16 trainees who enrolled in 2010 completed training and graduated in November 2013 and the 2011 enrolment group of 10 also graduated in 2014.
- Obtained funding from Armida Barelli, the benefactress involved with Spe Salvi Foundation to remodel the current temporary home of MKPGMS. A plaque in her honour was fabricated and unveiled during the inauguration of the School which took place on September 19th 2014.
- The Africae Munus Project of the Pontifical Council for Health nominated MKPGMS and St. Augustine University Mwanza School of Medicine, Tanzania as the two Catholic Postgraduate Training hubs for training specialists in the medical field in Africa. To this end, MKPGMS has started getting doctors for training from other countries of Africa, sponsored by the Pontifical Council for Health. The first such intake has taken place.
- SPE SALVI Foundation has in principle agreed to allocate 250,000,000/= UGX towards the acquisition of one floor for UMU on the School of Nursing proposed multi-storey building.
- The School hosted external courses including a 12 days Global Health Course for 22 Swedish Students from Lund University. Dr. Gilbert Tumwine, a Final Year MMed Obstetrics and Gynaecology together with fellow Residents on the MMed programme at MKPGMS made the contacts. The University of Lund intends to run similar courses at Nsambya on an annual basis.
- New appointments in the Dean's department included one Assistant Registrar Ms. Rebecca Nalwanga, and an Associate Dean Dr. Didace B. Mugisa.
- The Convent Wing was refurbished and is now hosting paying guests.

Challenges

- Limited space for students and guests accommodation.
- Work at the School is often hampered by incessant electricity interruptions.
- Fears, concerns and uncertainties in regard to the integration of the School and Hospital continued because of uncoordinated activities of the two institutions.
- Limited financial aid for students.
- Low fees structure that do not meet the operation costs.

Future Plans

- Commission a new ward building in which provisions have been made for an 8-bed Adult Intensive Care Unit (ICU) and a 6-8 bed Paediatric ICU.
- Work on an alternative source of power in addition to Umeme.
- Work on a cost effective fees structure.
- Establish a University Teaching Hospital which will cut costs.
- Draft the Critical Care curriculum with the help of Dr. Francis Ntimba, a Critical Care Specialist

(Intensivist) based in USA. If the Curriculum is completed, it may be possible for Critical Care Training to start in August 2015.

- Complete revision of original curricula for the major departments and resubmit for approval for the succeeding 5 years.
- Incorporate different schools to form a College of Health Sciences.
- Accreditation within East Africa and Africa: We are preparing for the visit of the East African Council for Accreditation of Boards.
- Consolidate and establish relations with other institutions.



The inauguration of the Mother Kevin Post Graduate Medical School (MKPGMS) held on 19th September, 2014. Front row right is the Dean, Prof. Paul G. D'Arbela.

School of Postgraduate Studies

The School is mandated to research and provide information on postgraduate courses/programmes; prepare and conduct the Graduate Admission Test (GAT); admit and register postgraduate and graduate students; coordinate the preparation and running of inter-disciplinary courses; ensure quality of postgraduate programmes; and coordinate/manage PhD and Master of Philosophy programmes. Currently, registration of students for the academic year 2015/16 is underway. So far 763 postgraduate students have been admitted.

Achievements

- Admitted 5 PhD by research candidates for the pre PhD year in the last quarter of the academic year 2014/2015. This number is higher than would normally have been expected. Their research topics vary from public health to terrorism, militarized peace and the Diaspora.
- Graduated one PhD student, Dr. Dennis Musinguzi.
- Successfully held the first and second Graduate School Annual lecture Series on 13th September 2013 and 27 September 2014 respectively.
- Completed review of the PhD by research curriculum that has been running for 10 years and submitted it to NCHE for approval.

Challenges

- The Directorate continued to meet the usual challenges of space, inadequate number of professors and administrative staff. However, it is hoped that the ongoing restructuring will help alleviate some of the challenges.
- Not adequately available to the students due to the location of the office in Nkozi rather than Kampala where majority of the students are.

Future Plans

- Train graduate supervisors.
- Revive discussions on the appropriate location of the SPGS office.
- Carry out research, provide information on graduate studies and carry out tracer studies on the alumni.
- Visit other universities to share experiences in managing and running postgraduate programmes.
- Hold the third Annual School Postgraduate Lecture Series on the theme, "Sustainable Development and Graduate Training."



The first Graduate School Annual Lecture Series and dinner, 13th September 2013. Left: Staff share a light moment with the Director of SPGS Dr. Margaret Angucia (third left).

Library Department

Archbishop Kiwanuka Memorial Library continued providing high quality information resources, services, user education and support to meet the teaching, learning and research needs of its user community.

Achievements

- Received access and added to its collection “CABI Compendia” a database in Agriculture. Funding for this database was made possible through UMU’s partnership with RUFORUM.
- Successfully held its annual events: The Library and International Open Access week.
- Hosted a Fulbright Scholar, Dr. Valeda Dent who interacted with library staff for a period of six months. The benefits of the visit included:
 - Training of staff in: instructional design, the research process, using SPSS (basics), and marketing of the library;
 - Field research – staff visited Kabubbu Community Library in Gayaza and Kitengeesa Community Library in Masaka;
 - Advised on how to redesign the library website for better user experience.
- A staff won an award to attend a one month Continuing Professional Development training at the University of Pretoria in South Africa. The training was sponsored by Carnegie Corporation.
- Held a number of user-education trainings for staff and students, both on and off-campus, which increased usage of the information resources.
- Successfully held training for UMU Branch Librarians to harmonise the branch library operations with those at the Main library.
- Recruited 2 library staff for the Main Campus and 1 staff for each of the branch libraries at Rubaga, Masaka and Mbale.

Challenges

- Inadequate shelf and storage space as well as a need to maintain the library building and improve its ventilation.
- Staff turnover negatively impacted on library operations with the progress of some activities being stagnated.
- Low participation of Deans and/or Associate Deans at Library Committee meetings.

Future Plans

- Revive discussions with Management on the maintenance and ventilation of the library building.
- Come up with a mechanism for retention of staff in the library.
- Revive plans to involve Deans and Associate Deans in the Library Committee meetings.
- From the knowledge and skills acquired through trainings, implement the following:
 - a. Design an Information Literacy Programme with the goal of embedding it into the general University curriculum;
 - b. Practice more in skills acquired to gain confidence in offering research support to staff and students;
 - c. Engage in scholarly research and publication;
 - d. Look out for possible areas and partnerships with the community to get involved in writing and submitting proposals for grants and funding;
 - e. Redesign the library website to include systems and tools to enhance the user experience.
- Upgrade and populate UMU Institutional Repository (which houses UMU scholarly output) to make UMU research output more visible to the entire world.
- Develop a marketing plan with the goal of making faculty and students more aware of the available library resources and services and how to access them.
- Identify and train interested faculty, administrative staff, and students to become “Library Ambassadors.”

Directorate of Outreach

The Directorate in collaboration with University of Notre Dame's (UND) Ford Family Program in Human Development Studies and Solidarity, USA and the community of Nindye Parish in Mpigi District, Uganda have been undertaking a community-driven development programme in Nindye since 2008 to June 2015. The aim of the University Partnership for Research and Development (UPFORD) has been to help the residents of Nindye achieve sustainable social and economic development through community engagement and research so as to improve their livelihoods. Programme intervention has been in the areas of Health, Water and Sanitation, Agriculture, Community Empowerment and Participation and Partnerships.

Achievements

- Successfully constructed two deep boreholes in two villages in Nindye Parish, Nkozi sub county and now over 300 households have access to safe water.
- Improved information access and management for Nindye Health Centre, Mpigi District by designing and installing an information management system, providing a server and an indoor access point as well as connecting a wireless Internet link between it and UMU.
- Positively impacted the social economic aspect of the community through introduction of Savings and Internal Lending schemes in the area. This not only inculcated a savings culture but also enabled access to loans. At the close of the project, membership among farmers engaged in this scheme stood at 897 with total savings of \$47,947.332.
- Following the success of the Savings and Internal Lending scheme, the Social Enterprise Project funded by Mendoza Business School at UND was developed and is being run in conjunction with the Department of Microfinance. The purpose is to consolidate the scheme's activities through entrepreneurial skills training and access to bigger loans managed by a finance institution.
- The local leadership that was responsible for providing strategic oversight to programme activities in the community registered a Community Based Organization following support and mentoring from UPFORD. It is hoped that through this organization called the Nindye Parish Research and Development Organisation activities started under the programme will continue.
- Hosted 19 students on internship from Uganda Martyrs University, University of Notre Dame and Makerere University to carry out research on the programme activities.
- A postdoctoral fellow from UND, Ms. Ilaria Schnyder, conducted a qualitative evaluation of the programme from February to July 2014. The findings were shared with UMU and the local community and an article for publication is being produced.

Challenge

- Inadequate funds to carry out the Directorate's activities.

Future Plans

- Write grant projects to expand the unit's activities.
- Construct the third and last borehole and scale up the agriculture input scheme.
- Officially hand over UPFORD programme facilities and activities to communities and local government.
- A staff, Dr. Dennis Musinguzi, to conduct an end of UPFORD programme evaluation.
- In conjunction with the office of the Deputy Vice Chancellor Academic Affairs provide support in the implementation of the ICT community development project which is being run in partnership with Saint Mary's University, Halifax, Canada.
- Implement the Social Enterprise Project.

Directorate of Quality Assurance

The Directorate with support of Management, Core Quality Assurance Committee of Senate, Internal Quality Assurance Committee and the academic and non-academic units achieved the following:

Achievements

- UMU Quality Assurance Policy was approved by Management, Senate and Governing Council and it is now being operationalised.
- Re-activated activities of Quality Assurance Committees at Faculty level.
- Acquired more resources for use in the mini-library in the Directorate.
- One staff member was trained as an Institutional Assessor and 3 UMU staff were trained as Programme Assessors by the NCHE. In addition, participated in the tracer study training workshop in Nairobi, May 2015.
- Developed a new data collection tool for mid-semester students' evaluation of teaching and learning and a template for reporting students' evaluation feedback to service providers/departments.
- Conducted an assessment of the services of Estates department to UMU community.
- Designed a tool for on-spot site assessment of campuses and carried out on-spot site assessment visits at Rubaga, Mbale and Nyondo campuses.
- Recruited another Administrator, Mrs. Juliet Yiga, and this has improved service delivery.

Challenges

- Manual entering of data from evaluation of teaching which is hectic and very slow.
- The mid-semester evaluation of teaching and learning has not been fully embraced by most academic units that run full time courses.
- Several academic programmes are long overdue for review and the response rate has been slightly slow.
- The quality of other support departments apart from Estates has not been formally evaluated.
- The quality of teaching, learning and services offered at UMU campuses is not yet monitored by the Directorate.
- QA is seen as an additional workload and it is left in the hands of few staff.
- Action has not been taken on issues raised in the students' evaluations.
- Untimely delivery of assessment forms from some Faculties to QA office thus delays in data processing, analyzing and report production.
- Limited resources to do tracer studies and other QA related researches.

Future Plans

- Develop an online tool for evaluations of teaching and learning.
- Encourage Faculties to take up mid-semester evaluation of teaching and learning seriously and give timely feedback to staff, students and the Directorate for follow up.
- Encourage Faculties to speed up the review of programmes and get in touch with the Institutional Curriculum Review Committee of Senate before submitting to the NCHE.
- Design evaluation tool(s) for service departments.
- Visit UMU Campuses to monitor the quality of teaching, learning and services offered.
- Train more staff in quality assurance to create a critical mass.
- Give feedback derived from evaluation of teaching and learning to the service departments.
- Issue mid semester and end of semester reports to different directorates for action and improving service provision.
- Update the webpage and upload important materials and information on the UMU website.

Registry Department

The Registry Department is committed to providing effective academic and administrative support through offering high quality and professional services to the University. The department handles students' admissions and records; coordinates examinations as well as lectures and examination timetables; produces students' transcripts and minutes for Senate and Governing Council; and is a focal point for campuses and affiliated Institutions.

Achievements

- Recruited a new Registrar, Rev. Dr. Christopher Mukidi, who succeeded Mr. Innocent Byuma who retired after serving diligently for over ten years.
- Got a new Deputy Registrar, Ms. Audes Tiragana, who succeeded Mr. Emmy Rwomushana who resigned after serving for ten years.
- Participated in the merger of the Faculties of Humanities and Social Sciences, East African School of Good Governance and Peace Studies and the Institute of Ethics and Development Studies to form the School of Arts and Social Sciences.
- Successfully automated generation of undergraduate academic certificates using the Education Information System (EIS) software and conducted 2 workshops in the use of the software for Faculty Administrators.
- Held yet again successful graduations (November 2013 and November 2014) and maintained the practice of issuing out academic transcripts and certificates on graduation days. The statistics of those who graduated are:

	Male	Female	Total
November 2013	828	612	1440
November 2014	959	755	1714
Total	1787	1367	3154

- Successfully held a Diocesan Education Secretaries Workshop in May 2015.
- Improved service delivery as a result of creating three units within the department: Transcript, Senate Secretariat & Examinations and Admission.
- Established a Liaison office to serve affiliated institutions and this has improved operations with the University.
- Trained students in registering on-line using the EIS.
- Short Course and Credit Transfer policies were developed and approved and are functional.
- The Registrar, Fr. Dr. Christopher Mukidi, participated in the Quality Assurance Conference in Arusha, Tanzania (2014) and in Limuru, Kenya (2015).
- In the period under review the University registered an increase in student numbers as indicated in Figure 1. Statistics of students by gender per level of study and student nationalities are shown in Figure 2 and Table 2 respectively.

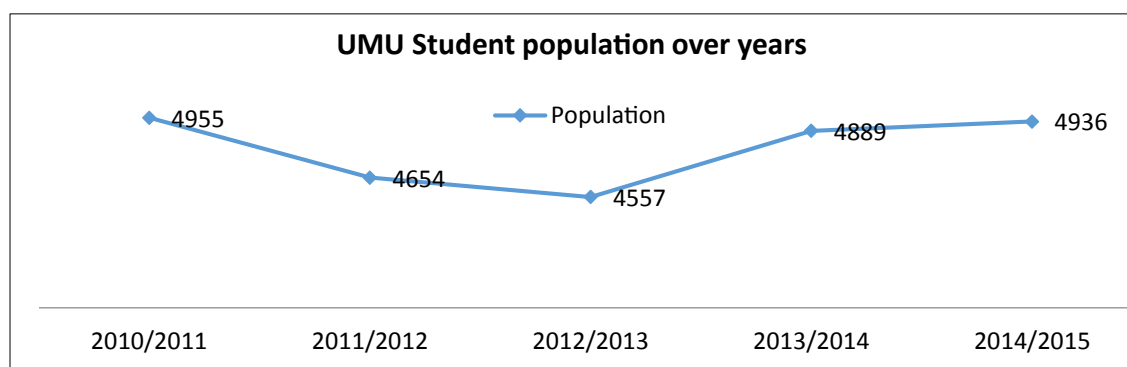


Figure 1: UMU Student population over years

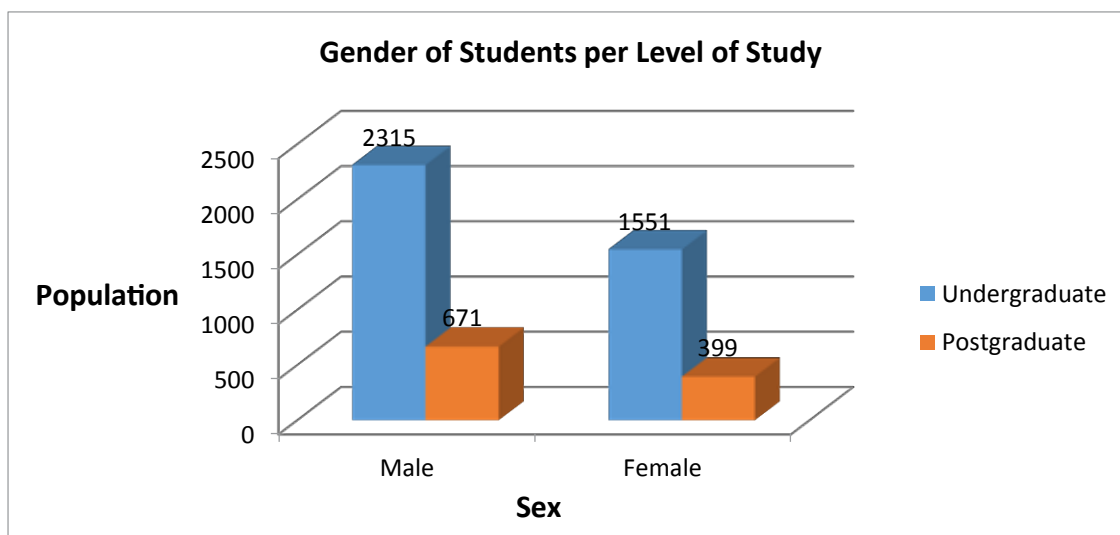


Figure 2: Student population by gender per level of study, 2014-2015

Table 2: Student population by nationality, 2014-2015

Nationality	Population
Ugandans	4735
South Sudanese	74
Ethiopians	20
Tanzanians	11
Burundians	3
Congolese	14
Rwandese	21
Kenyans	11
Nigerians	21
Cameroonians	1
Canadians	5
Austrians	1
Others- (Nationality not indicated)	19
	4936

Challenges

- Late submission of results as well as supplementary and special exams affect timely processing of academic documents.
- Generation of transcripts was automated. However, challenges in the use of the software are being encountered.
- Some distance learning programmes are still being graded using percentages instead of Cumulative Grade Point Average System (CGPA).

Future Plans

- Hold further training workshops on the Education Information Systems.
- Follow up on the revision of the curriculum for the distance learning programmes to be able to use the CGPA system.
- Plan for better storage for examinations and academic documents.
- Revise the academic hand book and formulate academic related policies such as the bridging programme.
- Develop an affiliation manual/policy.

Directorate of Research

The Research Directorate (RD) was established by Uganda Martyrs University (UMU) to promote and coordinate research. Management saw the need for adding a Research Fellow and an Assistant Research Fellow to the existing team comprising of the Director, Editor and the officer in charge of documentation and the University museum.

Research agenda

UMU's research agenda is determined by a needs assessment that is done within Ugandan communities every 10 years. On the basis of what was done in 2008, the research issues that arose from this exercise include:

- ➔ Needs of the community for which they work are income, food, paying school fees, basic needs, uplifting standard of living, and buying fixed assets.
- ➔ Women predominate in the care, and the men in the market economy, and this situation is characterized by gender inequalities.
- ➔ Need to promote the family as the basic unit of the society.
- ➔ Involvement of single members and widows in development programmes.
- ➔ Married households lack enough commitment to family size planning and care for children is limited.
- ➔ Men are less committed to education of their children especially among widowers.
- ➔ Land under use not fully utilized.
- ➔ Lack of well developed settlements in rural areas (permanent housing forms less than 50%, only 41.4% of Ugandan families have permanent housing).
- ➔ Poor road network, 60% murrum (seasonal) and only 4.8% are tarmac feeder roads.

In light of the above and as it is impossible to address all these issues at ago, the RD believes that the following areas should be part of UMU's research:

- ➔ Ensuring that our education system at all levels is relevant by responding to societal needs at national, international and church levels.
- ➔ Contributing to more reconciled families, communities and societies in a country and on a continent faced with conflicts and violence which become more accentuated at gender level. This would be a response to the call from the Second African Synod held in 2009 which was precisely on reconciliation, justice and peace.
- ➔ Properly managing the environment which ensures our livelihood, especially in the area of addressing factors that aggravate climate change.
- ➔ Ensuring that root causes of poverty at all levels, including economic, institutional, psychological, political, global and cultural ones, are addressed.

Achievements

- ➔ Successfully held the Annual Research Conference, November 2014, on the theme University Education and Research for Social Transformation. A Myth or Reality in Uganda?
- ➔ Successfully held a two day retreat during which a work plan to guide the RD activities was designed.
- ➔ Streamlined duties of the RD.
- ➔ Members of the RD participated in supervising interns from University of Notre Dame (UND) and UMU who successfully conducted research on the University's outreach activities in Nnidy Parish, Mpigi district.
- ➔ UND and UMU reinforced their collaboration in the area of research. They made a joint call for research proposals out of which one was chosen for joint funding.
- ➔ Contacts were made with the Cross Cultural Foundation of Uganda to assist the RD in getting the University museum better organized and better publicized.
- ➔ The process of getting the Research and Publications Committee (RPC) renewed, with representatives from each faculty is almost complete.
- ➔ The books which were in the RD were transferred to the main library to ease access.
- ➔ Mr. Leonard Kawuki, the documentation officer, participated in two meetings about the museum.
- ➔ The RD continued to coordinate the Wednesday seminars.

Publications

- A final copy of the latest Journal of Development Studies (JDS) is at the printing stage.
- Editorial work is being done on the next issue of the Journal of Science and Sustainable Development (JSSD).
- In the monograph series of Mtafiti Mwafrika (African Researcher), a reprint of Dr. Maurice Nalwoga Mukokoma' "Motivation Dilemma" is at the type setting stage and will soon be published.

UMU's research projects: on-going or completed [See Annex 2 for details]

- The RD was successfully admitted to participate in the African Universities Research Approaches (AURA) programme due to commence in April 2016. This is a research and teaching capacity building programme that is sponsored by UK AID and administered by a consortium of partners that include: Loughborough University, Institute of Development Studies (UK) and the Information Training and Outreach Centre for Africa (ITOCA).
- University Partnership for Research and Development (UPFORD): Working with local communities to integrate lessons from research into the design and implementation of innovative solutions that expand their opportunities.
- Preventing Risks Related to Population Displacements: An Investigation into Population Displaced by the Construction of the Entebbe Express Highway.
- Teaching Younger Generations Justice and Peace: An investigation into the role of Young Leaders in Promoting Justice and Peace in Northern Uganda- perspectives from the Social Teaching of the Church.
- Political Economy of Universal Social Protection Policy Uptake in Africa
- Conflict Resolution in the Karamoja Cluster of Uganda and Kenya: Peace Building through Theatre and Sports.
- Energy and Low Income Tropical Housing.
- Supporting Sub Saharan Africa's Municipalities with Sustainable Energy Transitions.
- Partnering for Health Professional Training in African Universities (P4HPT).
- Developing Capacity for Participatory and Marker Assisted Plant Breeding to Mitigate Low Crop Productivity and Poor Food Security.
- Promoting Energy Efficiency in Buildings in East Africa.

Challenges

- ➔ The RD has faced difficulties in releasing its publications because of the absence of a full time Editor.
- ➔ Little research is being done and there is general lack of response to calls for research.
- ➔ The Directorate has faced difficulties getting people to review manuscripts voluntarily.

Future Plans

- ➔ The process of publishing the pending manuscripts for Mtafiti Mwafrika, the Journal of Science and Sustainable Development, the Journal of Development Studies, (JDS) and of two books is underway.
- ➔ More money has been availed for research in the 2015/2016 Financial Year to encourage potential researchers.
- ➔ There is a plan to pay a token fee for reviewing manuscripts.
- ➔ Discussions have been held with the Uganda Tourism Board to include the museum on the Western Region Tourism route.
- ➔ The date of the next Annual Conference is still to be fixed.
- ➔ The RD has taken steps to initiate research, e.g. in Kasese District contacts have been made to find causes of and prevent flooding of River Nyamwamba, and the Ministry of Health has been approached to work with UMU and its campuses on causes of and remedies for misuse of antibiotics in diagnosing and treating brucellosis and typhoid.

UMU Rubaga Campus

The Campus is located in the developing and populous local government division of Rubaga in the capital city, Kampala. It comprises three Wings: A, B and a new Annex. It has 11 administrative staff and over 1000 students on both part and full time.

Achievements

- Acquired new premises that will house the library and a few classrooms.
- New courses are being run at the Campus: BSc. Finance and Accounting, BSc. Information Technology and MSc. Monitoring and Evaluation.
- Re-modeled the original structures thus improving the appearance of the Campus.
- Improved communication at Campus B as a result of installing wireless internet.
- Got an Assistant Librarian Ms. Lydia Atuhaire and ICT personnel Mr. Robert Ashaba which has strengthened the Campus team and improved operations in the respective units.

Challenges

- Unreliable and slow internet services at both Wing A and B.
- Inadequate library facilities, recreational facilities, teaching materials, furniture and teaching space due to growing student numbers. In addition, lack of heavy duty photocopiers makes it difficult especially during peak periods.
- Evening classes are at times affected by electricity interruptions.
- Delays in information flow from the Main Campus to Rubaga.

Future Plans

- Source for reliable fast internet services so that students are able to access online resources.
- Acquire more library facilities, teaching materials, heavy duty photocopiers, recreational facilities and a standby generator.
- Set up a Library at the new Annex.
- Initiate mechanism with the Main Campus on the improvement of information flow to Rubaga Campus.
- Plan for major infrastructural development to cater for growing student numbers.
- Aggressively advertise courses and establish which ones are on demand. In addition, develop new courses that match the needs of the clients and the community.

Masaka Branch

Masaka Branch has been in existence for 14 years. It has four full time administrative staff, two support staff and 31 lecturers. It runs the following programmes: Diploma in Computer Science and Information Technology; Bachelor of Business Administration and Management; Bachelor of Social Development and Counseling; Masters of Business Administration and Management and Master of Education.

Achievements

- UMU-Masaka Branch Alumni Convention successfully held a function on 10th May 2015, to celebrate 8 years of existence and fundraise for the construction of a lecture block. The Chief Guest at the function was His Excellency, the Vice President of Uganda Hon. Edward Kiwanuka Ssekandi. Over 20 million UGX was collected in both cash and pledges. In addition, the Branch Advisory Board and Care-taker Committee of UMU-Masaka Alumni were inaugurated.
- Held a one day induction conference for staff at Maria Flo Hotel in Masaka on 5th September 2013 at which UMU teaching methods were discussed.
- Successfully held public lectures and seminars for students. The topics covered included: *Why go for University Education; Good to Great-Facing the challenges of Today's Unemployment.*
- Supported students to conduct the following outreach activities:
 - Visited Nazareth orphanage home in Nyendo township, Masaka and donated items to the children;
 - Visited Sango Bay refugee centre – Rakai District, and donated items;
 - Participated in mass celebration as the choir, special offertory and taking the readings at Kimaanya and Ssaza Parishes.
- Received book donations from World Vision, Masaka: 437 copies, and from Uganda Human Rights, Masaka- 5 copies.
- Appointed a Librarian, Mr. Edward Katende and promoted the Administrative Assistant Ms. Maria Nabukenya to Administrator and Branch Coordinator Fr. Joseph Ssembatya to Assistant Registrar.
- Introduced Master of Business Administration and Management and Master of Education in the academic year 2014/2015.
- Successfully engaged with the community through conducting 10 talk shows on the topic Sustainable Development on Radio Buddu and Best, both in Masaka.

Challenges

- More teaching space is still needed in order to expand educational programmes at the Branch.
- There is slow utilization of the electronic-library to access more academic literature available within UMU Main Library by students and staff.

Future Plans

- Coordinate with the Masaka Diocesan Development Organization Director regarding construction of additional lecture rooms at Masaka Social Centre.
- Encourage staff and students to use the electronic library (connected to the UMU Main Library).
- Forge partnerships with institutions.
- Introduce short courses aimed at addressing skills gaps particularly of the business community and youth in Masaka.
- Start a degree in Computer Science and Information Technology.
- Increase publicity of the programmes and branch so as to boost student numbers.

Kabale Campus

The Campus began as a study centre in 2004 specifically running programmes in Education. It was elevated to the status of a Campus on October 1, 2012, and is now in its third year of operation. It offers the following programmes: Business Administration and Management; Information and Communication Technology; Ethics and Development Studies; Health Promotion and Education; Records and Information Management; and Laboratory Technology for Secondary Schools. In the academic year 2012/2013, it enrolled 51 students and the number increased to 122 in the academic year 2013/2014, and further increased to 239 in 2014/2015.

Achievements

- Registered an upward trend in students' enrolment.
- Advisory Board, Students' Union Executive, Chaplaincy and office of the Dean of Students are functional.
- Purchased library books, furniture, standby generator, some tools for the polytechnic programmes as well as installed Internet.
- Purchased additional land.
- Developed a Campus Master plan and a five year Strategic Business Plan to guide campus operations.
- Construction of a three storey lecture room block is in progress, with a grant from the Italian Episcopal Conference.

Challenges

- Inadequate lecture room space, furniture, computers, tools and text books.
- Lack a playground, science laboratories and hostels.
- Low student population.

Future Plans

- Complete construction of the three storey lecture room block to solve the problem of lecture room space.
- Purchase more furniture, computers, textbooks, and polytechnic tools.
- Construct a playground, science laboratories and hostels as well as renovate the polytechnic premises.
- Continue to mobilize for increase in students' enrolment.
- Develop polytechnic programmes in line with the Campus' unique character.



Kabale Campus. Left: Staff and the Students Union Executive Committee with the Bishop of Kabale, Rt. Rev. Callistus Rubaramira (fourth right).

Mbale Campus

Mbale Campus opened on 18th October, 2010 with 186 students spread over two Faculties and one Institute. Currently the campus runs the following programmes: Diploma in Computer Science and Information Technology; Bachelor of Business Administration and Management; Bachelor of Arts in Ethics and Development Studies; Master of Business Administration; Master of Arts in Development Studies and Bachelor of Education-Secondary. All programmes are being run in the evening but plans are underway to introduce day programmes.

Achievements

- There has been a steady rise in student enrolment from 186 in 2010 to 307 in the reporting period.
- A new Faculty of Education at Nyondo is in the process of being set up.
- Started a Bachelor's degree in Education (Secondary).

Challenges

- Limited space to accommodate large classes, particularly the MBA class.
- The Campus is faced with stiff competition as a result of increased number of University campuses in Mbale town from 3 when it started to 10 currently.
- Few computers for the growing student population.
- The generator has limited (3.8 KVA) capacity to run the computer laboratory. As a result, lessons end with outages, which are frequent.
- Few full-time lecturers in the Faculty of BAM and lack of substantive support staff: Administrator, Laboratory Attendant and Bus Driver.

Future Plans

- Begin construction for a town campus facility to handle more programmes and accommodate the student population comfortably.
- Introduce more programmes to attract more students.
- Acquire more computers and a generator with a higher capacity to run the computer laboratory and also light the Campus.
- Recruit qualified full time staff.
- Establish and furnish Nyondo proposed library, lecture rooms and offices.
- Move undergraduate Education students to Nyondo so as to create space at St. Austin for more postgraduate students and also introduce other programmes.
- Establish and maintain a partnership with Grade 111 Primary Teachers Colleges in Eastern region for student recruitment purposes aimed at up-grading to Diploma and Degree.
- Sustain aggressive publicity of the Campus especially the Faculty of Education.

Ngetta Proposed Campus

Ngetta Campus near Lira Town, in the Gulu Ecclesiastical Province in Northern Uganda runs certificate programmes in Agriculture, Library and Information Science and Information Communications Technology (ICT). It is planning to launch diploma and degree programmes as soon as it gets clearance from the NCHE. Initial emphasis will be laid on science, agriculture and education with the aim of making the Campus a science education hub with the Hard Work Concept. The Hard Work Concept is a philosophy that seeks to empower all learners to appreciate the dignity of mental and manual work before leaving the Campus.

Achievement

- Thirteen candidates qualified for the award of certificates in Agriculture and one candidate qualified for the award of the certificate in Project Planning and Management.
- The topographical survey of the Campus land was completed and the topographical map produced for further action.
- The Master Plan for Ngetta Campus was produced, discussed and approved. It was agreed that it would be reviewed from time to time as the need arises.
- The Strategic Plan for the Campus was developed and produced in harmony with the Strategic Plan of UMU Main Campus.
- Recruited the new Director of the Campus Assoc. Prof. Longino Ogwal.

Challenges

- Insufficient office equipment thus affecting operations.
- Inadequate library and text books for planned programmes.
- Limited funds to run the Campus.
- Many buildings on the Campus are dilapidated and need to be renovated in order to bring them back to an acceptable level of structural safety.
- Lack transport facilities to ease the movement of the Director and other officers of the Campus to expedite certain activities.

Future Plans

- Purchase more equipment and furniture for offices.
- Acquire library books and e- learning facilities.
- Devise ways of addressing the issue of financial sustainability of the Campus.
- Renovate buildings and construct more structures.
- Design and develop science and other demand driven programmes.
- Reconnect the main electricity and water supply.
- Launch programmes after accreditation by NCHE.
- Improve the visibility of Ngetta Campus using the media and other means.
- Come up with initiatives for staff development and engagement in research.

NON-ACADEMIC UNITS

Directorate of University Advancement

The University Governing Council in their sitting of 2nd November 2013, established the Directorate of University Advancement (DUA). The Directorate provides overall leadership, management, and co-ordination of programmes and activities aimed at advancing the interests of UMU to ensure that its vision, mission and objectives are achieved. It coordinates six pillars of University Advancement, namely 1) marketing, 2) alumni relations, 3) international relations, 4) University projects, 5) University Planning and development, and 6) fundraising.

The Directorate is headed by a Director who reports directly to the Vice Chancellor. The Director provides overall leadership and oversees proper operation of each of the six offices that constitute the Directorate, and unifies the activities of the six departments that work independently of each other. Given the strategic function of DUA, the University Governing Council in their sitting of 21st June 2014 resolved that the Director, DUA, becomes a member of the Senior Management Team of the University. The Pioneer Director is Dr. Jude Ssebuwufu (Dip Phil {KNS}, B Phil{Mak}, B.Theol {Urban}, B.Educ, M.Educ Manag&Admin, PhD {Salesian}).

The goal of DUA is to engage all the various key stakeholders locally, nationally, regionally, and internationally to garner support for the University.

Vision

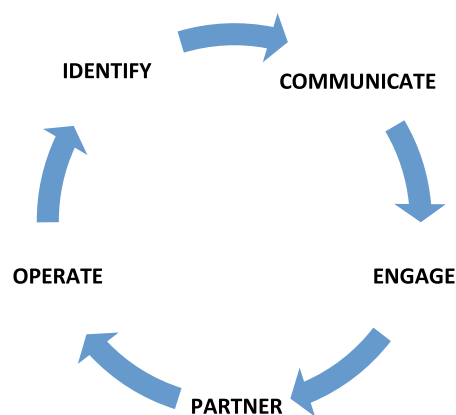
To create an integrated system of organization, marketing, communication, engagement, and visionary leadership, to facilitate unprecedented support and development for UMU.

Mission

The mission is to build and enhance relationships with and support from all UMU's key stakeholders, spearhead strategic planning and development of the University, and promote the University's visibility and reputation locally, nationally, regionally and internationally.

Operation of DUA

The Directorate operates in a continuum of five complimentary steps abbreviated as ICEPO:
1. Identify, 2. Communicate, 3. Engage, 4. Partner, 5. Operate



Identify: this is the most critical step where by information is collected about a potential partner or an issue of importance to the University.

Communicate: information about the University or about an issue of importance to the University is released to the relevant stakeholder(s) or potential partner(s).

Engage: at this stage we work with the potential partner to define possible areas of interest and collaboration as well as possible modi operandi or a stage when relevant stakeholders are engaged on an issue of particular importance to the University.

Partner: the relationship or contribution is formalized with a written document.

Operate: this is the level of implementation, whereby the Directorate ensures that the University meets its commitments in execution of activities of a given project or in implementation of activities to resolve relevant issues. It is also the level of accountability giving.

Key Activities

- ➔ Structural Organization of the Directorate into departments with appropriate accountability profiles.
- ➔ Organization of UMU's hosting of the Association of African Universities' Seventh Leadership Development Workshop (LEDEV VII) for Chancellors, Rectors, Vice Chancellors, and other Heads of African Universities. It was the most highly rated LEDEV workshop in the history of AAU; held at Hotel Protea Kampala, 10-14 Feb. 2014.
- ➔ Visit to Kenyatta University to benchmark on their Advancement activities.
- ➔ Organization of the hosting of the 41st Uganda Vice Chancellors' Forum by UMU, held at Nkozi main campus on 14th September 2014.
- ➔ Developing DUA's Strategic Plan for 2014-16 which was approved by the Governing Council.
- ➔ Face-lifting of Rubaga campus B, 2014.
- ➔ Marketing of UMU on various functions, in the press, and on local radio stations.
- ➔ Creation of Strategic collaborations/partnerships for UMU
 - * Caribbean Higher Institutions of learning, Caribbean
 - * Kangnam University, Republic of Korea
 - * Allegheny College, United States of America
 - * King Boudouin Foundation for Fundraising, United States of America
- ➔ Organization of the Handover of the Outgoing Vice Chancellor and Welcome to the New Vice Chancellor in collaboration with the Office of Human Resources, 24th March 2015.
- ➔ Writing of Proposals for Funding Support:

Table 3: Successful/promising projects

Sponsor	Project	Status
Papal Foundation- Philadelphia	Alumni-Students Centre	On 7th July 2015 UMU received USD 120,000
Development Partner	Capacity Building for UMU Staff	Three PhDs and Two Master's scholarships have been pledged for UMU staff in the coming academic year
Conferenza Episcopale Italiana	Structural Development of MKPGMS at Nsambya USD 23,398,252	Awaiting feedback
World Bank	Centre of Excellence in Higher Education in Africa USD 2,000,000-6,000,000	Proposal for the Agro-Ecology and Food Systems. Regional Centre of Excellence at UMU, in Progress
Masaka Centre	Fundraising by Alumni and Friends for a classroom Block at Masaka Centre	On 10th May 2015, more than UGX 24,000,000 was raised.

Challenge

The critical challenge is the lack of necessary Human Resources for the Directorate. Key positions in some key departments (i.e. Marketing, Alumni Relations, International Relations, Fundraising, Planning and Development) are still vacant. This has hampered the timely achievement of desired objectives.

Future Plans

- Recruit the necessary Human Resources for DUA.
 - Change marketing strategy by reaching directly to the potential clients and by marketing through church structures.
 - Look for funding calls and write proposals.
 - Work with fundraising foundations to raise money for particular projects.
 - Enhancing collaborations with industry, government and other higher institutions of learning.
 - Organizing fundraising dinners.
 - Oversee the development of the Master Plan and Architectural designs for Rubaga Campus B.
-



African Vice Chancellors who attended the LEDEV Workshop hosted by Umu, 10-14 Feb 2014

Dean of Students

The Office is responsible for students' welfare and extra-curricular activities. It advocates for student issues, needs and concerns, and responds to emergency and crisis situations affecting students. Under the Dean's office, there are sub-departments that work hand in hand for the wellbeing of the students. These are:

- ➔ Warden's Department;
- ➔ Sports Department;
- ➔ Students Union;
- ➔ The Counseling Unit;
- ➔ The Student Success Centre;
- ➔ Catering Department managed by M/s Finaland Restaurant;
- ➔ Infirmary Unit managed by M/s AAR Health Insurance.

Achievements

- ➔ Increased access to health service delivery to students and staff through strengthened partnership with AAR Medical Insurance who have taken over management of the University infirmary.
- ➔ Successfully initiated a Student Success Centre which now coordinates the student mentoring programme. Sr. Dr. Marie Nakitende from the Faculty of Business Administration and Management volunteered to manage the programme. Every First Year student has been attached to a Second Year mentor. Mentors guide mentees in academic and social wellbeing. The testimonies received from former mentors and mentees have underscored the relevance of the programme in fostering students' academic performance and co-curricular learning.
- ➔ Management awarded nine tuition scholarships to talented students in a bid to improve sports in the University.
- ➔ The Sports Department participated in local, inter-campus, national and regional sports events including the University football league, Zuku basketball league, Nile Special University Football League, National Basket Ball league (2nd Division) and East African University games.
- ➔ Uganda Martyrs University Students Union (UMUSU) Electoral Commission successfully coordinated elections for the academic year 2014-2015. Only two candidates contested for the post of Union President with Mr. Ssebulime Ian (BAM) emerging the winner. The Chief Guest at the Handover ceremony was the Speaker of the Parliament of Uganda who was represented by the Woman Representative for Lamwo District, Ms. LANYERO Sarah Ochieng.
- ➔ The UMUSU Executive launched the official student gown and plans are underway to introduce it in all UMU campuses. In addition, they purchased a 100-seater tent and 100 chairs for hire to facilitate university functions.
- ➔ A full time Counselor, Ms. Harriet Tiko, was recruited.
- ➔ Successfully held a meeting with various hostel owners and management at which good ideas on hostel management were shared.

Challenges

- ➔ Slow issuance of AAR medical cards/re-activation of students' membership upon subscription.
- ➔ Despite the registered sports successes, the Department lacks a substantive Sports Tutor and consistent stocking of sports equipment.
- ➔ Some students do not benefit from the mentorship programme because it only covers a few faculties.

Future Plans

- ➔ Expedite the issuance of medical cards so that students get value for money as far as the AAR health insurance scheme is concerned.
- ➔ Increase sports funding. There are a number of sports disciplines that are still ill-facilitated.
- ➔ Build a more vibrant sports culture at UMU; this process will be assisted by the recruitment of a substantive Sports Tutor and the potential constitution of an Advisory Board of the Sports Department.
- ➔ Extend mentorship programme to all Faculties.

Student Exchange Programmes

Uganda Martyrs University strives to diversify student experiences by organizing exchange programmes through the office of the Dean of Students. While these programmes have mostly seen the receipt of overseas students in the past, in the reporting period UMU saw the first group of exchange to Kenyatta University, Kenya. The aim of the exchange was to provide an opportunity to students to experience academic and social environments other than theirs.



UMU students; from left to right Okullo Denis, Nabbanja Regina, Nakwungu Maria, Enyaku Isabelle Charis, Nalutaaya Ann Gertrude, Adong Scovia Omwony and Owilli deo.

UMU Students, January to April 2014

Seven of us enrolled for the Exchange Programme at Kenyatta University (KU) because we wanted to experience a different academic environment in a foreign country. On arrival at KU we were surprised by the big student population and diverse socio-cultural environment. The orientation by Staff at the Centre for International Collaboration and KU students who participated in the exchange programme at UMU made it very easy for us to quickly settle in. We participated in several students' activities and this made our experience a very enriching one. We are grateful to the initiators of the programme and encourage other students to enroll.



KU students; standing from left David Otecko, Carol Odhiambo, Kevin Kiprop, Eunice Achieng, Paul Nderitu, Brigid Mutai, Front row from left; Evelyn Gitonga, Oscar Wanjala and Priscilla Mbugua

Kenyatta University students, August to December 2013

The desire to have a learning experience and life outside Kenya, study in a private university, interact with people from diverse cultures and network beyond our country is what motivated us to enroll for the exchange programme; nine of us decided to come to UMU. After a wonderful welcome and orientation we settled in to life at UMU. We have enjoyed the interactive lectures and the numerous course works and tests have kept us all on toes and paying a visit to the library proved the only way to survive. As a Catholic University, UMU has a Chaplaincy; which provides spiritual guidance, organizes catholic worship and pastoral services. Events organized by the student leaders have allowed us an active stay outside academics. We participated in a hill party, prom night, and the UMU@ 20 celebrations; which were graced by a number of dignitaries.

Human Resources Department

The department is responsible for acquisition, training and development, motivation, maintenance of staff and exit management. At the close of the reporting period, the staff position was as follows: 177 Academic staff, 90 Administrative staff and 48 support staff

Achievements

- ⇒ 27 staff are being sponsored by various organizations and are pursuing masters degrees and PhDs.
- ⇒ The university provides a health service scheme to staff and students. The service providers, AAR are now located on campus.
- ⇒ Successfully recruited 54 staff, both teaching and non-teaching.
- ⇒ Duties and responsibilities were streamlined thus improving service delivery.
- ⇒ Successfully held a Staff Party.
- ⇒ Acquired Human Resource Software System to automate staff bio data and information in a bid to improve records management.
- ⇒ Promoted staff to various positions as shown in the table 4.

Table 4: Staff Promotions

NO.	NAME	DEPARTMENT	FROM	TO
1	Dr. Julius Mwine	Agriculture	Senior Lecturer	Associate Professor
2	Mr. Moses Kibrai	BAM	Lecturer	Senior Lecturer
3	Dr. Cuthbert Tukundane	IEDS	Lecturer	Senior Lecturer
4	Dr. Josef Buchan Kisoga	IEDS	Lecturer	Senior Lecturer
5	Dr. Missa Nanyingi	Health Sciences	Lecturer	Senior Lecturer
6	Mr. Joseph Ssekandi	Agriculture	Assistant Lecturer	Lecturer
7	Ms. Christine Nakyejwe	Humanities	Assistant Lecturer	Lecturer
8	Mr. Joseph Masereka	Agriculture	Teaching Assistant	Assistant Lecturer
9	Ms. Miria Acero	Agriculture	Teaching Assistant	Assistant Lecturer
10	Ms. Mary Nabbagala	BAM	Teaching Assistant	Assistant Lecturer
11	Mr. Edward Ssegawa	BAM	Teaching Assistant	Assistant Lecturer
12	Ms. Sophie Komujuni	Humanities	Teaching Assistant	Assistant Lecturer
13	Ms. Francesca Namatovu	EASDGIS	Teaching Assistant	Assistant Lecturer
14	Ms. Josephine Namugumya	Human Resource	Human Resource Officer	Senior Human Resource Officer
15	Ms. Justine Nassaka	Registry	Assistant Registrar	Senior Assistant Registrar
16	Fr. Richard Ssembatya	Registry	Coordinator, Masaka Branch	Assistant Registrar
17	Ms. Agnes Nabisibo	BAM	Administrator	Assistant Registrar
18	Ms. Rebecca Nalwanga	MKPGMS	Administrator	Assistant Registrar
19	Ms. Christine Aliba	SPGS	Administrator	Assistant Registrar
20	Ms. Stephanie Lukwanzi	Registry	Administrator	Assistant Registrar
21	Ms. Molly Nantongo	Rubaga	Administrator	Assistant Registrar
22	Ms. Annette Nakandi	Rubaga	Coordinator	Assistant Registrar
23	Mr. Leonard Ssozi	DOS	Administrator	Senior Administrator
24	Ms. Jane Nalumu	IEDS	Assistant Administrator	Administrator
25	Ms. Margaret Nalumansi	Library	Library Assistant	Assistant Librarian
26	Mr. Ben Tugeineyo	Library	Library Security Guard	Library Assistant

Challenges

- Experienced staff turnover in some departments which negatively impacted the effectiveness of service delivery in those departments.
- Challenges in attracting and retaining highly skilled staff.
- Limited office space and accommodation for the increasing number of staff.
- Lack of coordination in planning for staff development which has led to some Faculties being understaffed.

Future Plans

- Devise ways of retaining staff and work out a comprehensive plan for the understaffed departments.
- Provide more staff housing and office space.
- Initiate a more coordinated staff development to ensure harmony in the Faculties/Departments.
- Enhance security, safety and health standards.
- Review staff training and development policy.

Information, Communication and Technology

Information, Communication and Technology (ICT) department aims at a paperless and efficient delivery of information and learning.

Achievements

- The Executive can now communicate through an efficient internal telephoning system.
- Moodle was installed on local Servers and linked to the Intranet and Internet. It can be accessed worldwide.
- The email clients was changed to Roundtube; it is being re-designed further using Zimbra client.
- The Intra-web was redesigned: students now participate in deciding and uploading web content.
- UMU Internet has undergone two cycles of surgery. Together with the Intra-web, UMU's corporate colours were adopted. A new template has been purchased and populated.

Challenges

- A need to re-tool ICT facilities.
- Low staff uptake of ICT use.
- Theft/ security of ICTs.
- Slow, erratic and expensive Internet.
- Improving ICTs at Masaka, Mbale, Nsambya and Rubaga.

Future Plans

- Assist staff and students to purchase laptops/ pads at discounted prices.
- Academic staff should visit potential employers of their graduates to understand their use of ICT. They should then acquire those ICTs at UMU to train their students, and equip them with ICT skills that are essential for the job market.
- Train staff to use Moodle and Turnitin.
- Equip all lectures with Internet and audio visual teaching equipment.

The Chaplaincy

The Chaplaincy works with students and staff members, especially the resident staff and their families. It celebrates daily Mass, exposes the Blessed Sacrament every Thursday evening, holds a candle light service every last Friday of the month, recites the Rosary in May and October and holds the way of the cross every Friday of Lent. In addition, it carries out activities in the surrounding communities at St. Patrick Primary School, St. Anthony School of the deaf, Kankobe orphanage and among the sick and the needy of Nkozi parish.

Achievements

- Got a new Chaplain, Rev. Fr. Blaise Zzimbe, who succeeded Rev. Fr. Matthias M. Kizito.
- Successfully held an orientation for the new students for five days, every evening from 19th to 23rd August 2014.
- Organized and held Mass for the following events: dedication of studies on 3rd September 2014; UMU day 8th October 2014; Graduation ceremony 13th and 14th November 2014; and the installation of the new Vice Chancellor on 24th March 2015.
- Successfully held a three day Retreat at the beginning of each semester.
- Priests and Religious had two recollections, one in each semester.
- Held a Christmas party featuring the singing of carols on Sunday 30th November 2014.
- Four students were confirmed by Rev. Fr. Denis Kizito Ssebunya the Episcopal Vicar-Mitala Maria Vicariate on 12th April 2015 and seven students took the solemn public Christian commitment by publically professing their faith on the same day.
- Successfully held eight Pastoral Council meetings during the academic year 2014/2015, four in each semester.
- Students attended Net ministries leadership training at Masaka for one week during the December holidays.
- The Good Samaritan family and St. Egidio community visited the orphanage at Kankobe and the school for the deaf children at Nabusanke where they donated clothes and money.
- Young Christian Students association (YCS) conducted apostolate among students of neighboring secondary schools.
- The Pastoral Council visited the four basic Christian communities within Nkozi sub parish and donated a number of items including clothes, shoes, soap, sugar and rice.
- Students attended the Inter institutional prayer day at Kampala International University.

Challenges

- Challenges in holding Mass at the halls of residence because of few priests.
- There is no dedicated choir for the first Sunday Mass.
- The chapel has a sitting capacity of 200 students. Two Masses are held every Sunday, the first Mass is always a quarter full and the second Mass is usually full, that is about 250 or 300 students attend Mass every Sunday and about 600 do not come at all.
- Lack of personnel to offer spiritual services at Rubaga campus B.

Future Plans

- Celebrate Mass at all the halls of residence, should there be an adequate number of priests.
- Get a dedicated choir for the first Sunday Mass and attract students to the Chapel.
- Conduct outreach programmes on either Saturdays or Sundays by members in student hostels.
- Set up a spiritual book library/store in the Altar boys sacristy.
- Beautify the chapel by putting pictures of the Uganda Martyrs in the windows.
- Raise funds to replace the roof of the chapel which is asbestos and also leaks.
- Acquire a public address system and fans to be placed in the alter area.
- Increase students' access to spiritual materials by introducing the following online services: spiritual books, gospel music, phone bible games, sending daily readings and some prayers, advertising spiritual books online, opening face book, twitter and Whatsapp accounts.
- Start selling religious articles including prayer and spiritual books, rosaries, scapulas, medals, statues, candles, incense, bangles, crosses and calendars.
- Improve communication by distributing programmes at student hostels and utilizing the notice board for various announcements and quotes.

The Equator Valley Farm

This report highlights achievements, challenges and future plans of the Farm.

Achievements

- Received students for internship: 35 from Agro-vet, 1 from Kyela Agricultural College, 1 from Arapai and 2 from Mbuye Farm School. Plan to host 36 students from Agro-vet in the academic year 2015/2016.
- The Farm now houses the Faculty of Agriculture and this has strengthened its relations with the Faculty.
- Planted 10,000 eucalyptus trees as well as maize, cassava, banana, coffee, oranges and potatoes.

Challenges

- Inadequate operational funds to run farm activities.
- Safety of farm property remained a challenge.
- Challenges in transportation of farm produce due to lack of transport.

Future Plans

- Diversify sources of income.
- Fence the farm to enhance security.
- Purchase a motorcycle to ease transportation of farm produce.
- Renovate paddocks.



Faculty of Agriculture's demonstration garden at the Equator Valley Farm

Finance and Administration

The department is headed by the Deputy Vice Chancellor Finance and Administration (DVCFA) who is responsible for planning and management of financial and material resources of the University. The units within the department are Finance and Accounts, Stores, Procurement and Estates. The Chief Finance Officer reports directly to the DVCFA and supervises Finance and Accounts, Management Accountant, Expenditure Accountant, Credit Officer and the Budget Officer. The Finance and Accounts structure is shown below.

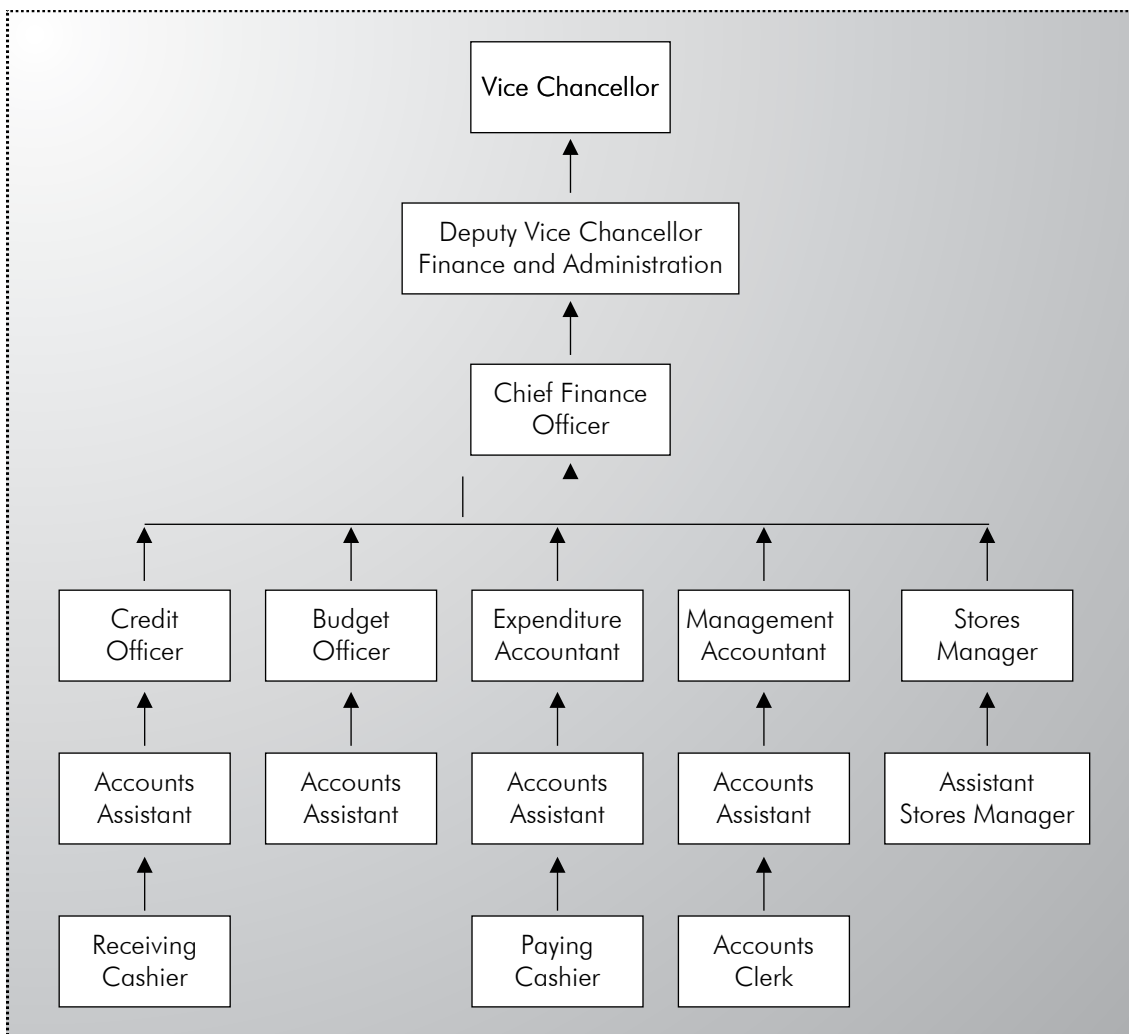


Figure 3: Finance and Accounts Structure.

The department is supported by the following committees:

- **Finance Committee.** Its overall responsibility is to handle matters related to the finances of the University and make recommendations to Governing Council.
- **Audit Committee.** The overall responsibility is to handle matters related to overseeing the University's financial reporting process, including the internal control structure and procedures for financial reporting and monitoring the integrity and appropriateness of the University's financial statements.
- **Management Committee.** Monitors implementation of financial policies, procedures and the University Master and strategic plan.
- **Planning and Investment Committee.** It is responsible for identifying various investments opportunities and possible sources of finance.
- **Internal Finance Committee.** Reports to the Management Committee and provides advice to the Management Committee on Financial related matters.

- **Procurement and Disposal of Assets Committee.** Responsible for the management of all procurement and disposal activities within its jurisdiction in accordance with the financial manual, regulations and guidelines.

Achievements

- Acquired a one acre property at Rubaga.
- Infrastructural development at the main campus including paving walkways.
- UMU was the first University to participate in the Financial Reporting Awards organized by the Institute of Certified Public Accountants of Uganda (ICPA-U) and was recognized.
- Acquired a heavy duty generator to address the problem of power outages.

Challenges

- Continued to rely on tuition as a major source of revenue.
- Lack of financial support from the Government.
- Frequent power outages led to dependence on the generator which eventually broke down and had to be replaced thus impacting negatively on the budget.

Future Plans

- Devise sustainable strategies to diversify the University revenue base.
- Acquire an Integrated Finance software to streamline reporting processes.
- Construct a multipurpose building at Rubaga Campus.



The Finance staff after attaining recognition in two categories in the 2014 Financial Reporting Awards.

Financial Performance Overview

Actual total income and total Expenses

Table 5 shows the financial performance of the University over the last three years 2011-2014.

Table 5: Actual total income and expenditure over three years, 2011-2014

Description	Actual 2013-2014	Actual 2012-2013	Actual 2011-2012
Total Income	16,210,169,000	15,675,636,000	15,549,693,542
Total Expenditure	16,081,086,000	16,737,378,000	15,569,181,636

Sources of Income

The major source of income in 2013/2014 was student tuition which was 86% as shown in figure 4. Project and other sources accounted for 14%

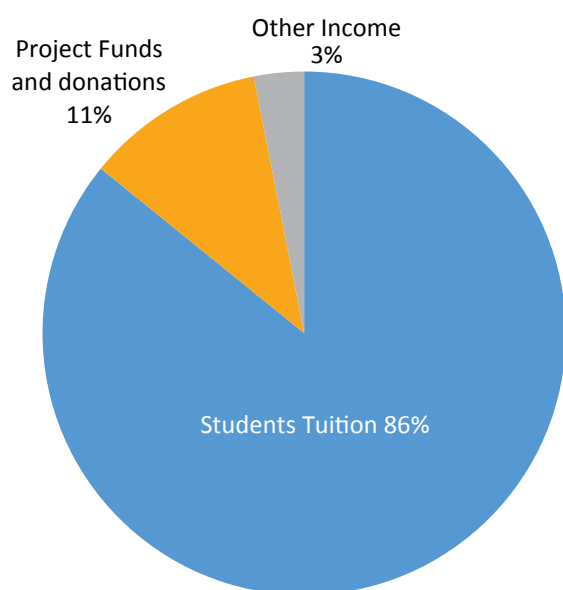


Figure 4: Sources of income

Audited Financial Statements

The accounts for the financial year 2013-2014 were consolidated with the University subsidiary Equator Valley Farm to come up with the group accounts which are in accordance with the requirements of IFRS 3-Consolidated Financial Statements. Equator valley Farm is an incorporated entity wholly owned by Uganda Martyrs University. The University external auditors were AA&L Associates Certified Public Accountants who later merged with PKF Uganda Certified Public Accountants during the year and due to the merger, the new University auditors will become PKF Uganda.

Audited Consolidated Statement of Financial Position as at 30 June 2014

	2014	2013
	Shs'000	Shs'000
ASSETS		Restated
Non Current Assets		
Property, plant and equipment	12,505,325	11,805,589
Investment Property	2,720,000	2,720,000
Operating lease	325,645	333,423
Biological assets	47,240	47,400
Financial assets at fair value through P &L	222,236	306,293
Total Non Current Assets	15,820,446	15,212,705
Current assets		
Financial assets at amortized cost	91,833	71,689
Inventories	269,971	285,478
Accounts receivable	3,481,530	3,358,838
Cash at bank	1,495,412	1,687,743
Total current assets	5,338,746	5,403,748
TOTAL ASSETS	21,159,192	20,616,453
RESERVES AND LIABILITIES		
Accumulated fund	9,094,760	9,029,090
Revaluation reserves	4,702,532	3,927,498
Equity attributable to University	13,797,292	12,956,588
Non controlling interests	-	-
Total Reserves	13,797,292	12,956,588
Noncurrent liabilities		
Funds held in trust	1,733,802	1,811,088
Long Term Borrowings	1,388,976	1,780,000
	3,122,778	3,591,088
Current Liabilities		
Bank Overdraft	1,227,450	699,371
Accounts payable and accruals	3,011,672	3,369,406
	4,239,122	4,068,777
TOTAL RESERVES AND LIABILITIES	21,159,192	20,616,453

ANNEXES

Annex 1: Academic Programmes

POSTGRADUATE PROGRAMMES	CAMPUS /MODE
A: DOCTORATES	
Doctor of Philosophy (PhD) in selected fields	Nkozi (PT)
Doctor of Philosophy in Governance, Peace and Development (Joint taught programme, UMU and Copper Belt University – Zambia)	Nkozi (FT)
B: MASTERS AND POSTGRADUATE DIPLOMAS	
Master of Environment Peace and Security	Nkozi & Rubaga (FT&PT)
Master of Human Rights	Rubaga (PT)
Master of Refugee and Migration Studies	Rubaga (PT)
Master of Architecture (Professional)	Nkozi (FT)
Master of Arts in Development Studies	Nkozi, Rubaga, Mbale & Masaka
Master of Arts in Diplomacy and International Studies	Rubaga (PT)
Master of Arts in Education and Development	Nkozi (FT)
Master of Arts in International Trade, Policy and Law	Rubaga (PT)
Master of Arts in Local Governance and Human Rights	Nkozi (DL)
Master of Arts in Sustainable Peace and Conflict Management	Nkozi & Rubaga (FT & PT)
Master of Business Administration	Nkozi, Rubaga Mbale & Masaka (FT/PT)
Master of Education with specialization in: Educational Administration and Management; Curriculum Development and Instruction; Educational Psychology and Counselling; Adult and Community Education	Nkozi, Rubaga & Masaka (FT/PT) Rubaga & Mbale (Hol)
Master of Medicine in Emergency Medicine (Proposed)	Nsambya (FT)
Master of Medicine in Internal Medicine	Nsambya (FT)
Master of Medicine in Obstetrics and Gynaecology	Nsambya (FT)
Master of Medicine in Paediatrics and Child Health	Nsambya (FT)
Master of Medicine in General Surgery	Nsambya (FT)
Master of Public Health-Health and Promotion	Nkozi & Rubaga (FT &PT)
Master of Public Health-Population and Reproductive Health	Nkozi & Rubaga (FT &PT)
Master of Research and Public Policy	Rubaga (FT)
Master of Science in Agro-Ecology	Rubaga (PT)
Master of Science in Development Economics	Nkozi & Rubaga (FT &PT)
Master of Science in Health Services Management	Nkozi (FT)
Master of Science in Hospital Management	Nkozi (FT)
Master of Science in ICT Management, Policy and Architectural Design	Rubaga (PT)
Master of Science in Information Systems	Rubaga (PT)
Master of Science in Monitoring and Evaluation	Nkozi & Rubaga (FT & PT)
Postgraduate Diploma in International Trade, Policy and Law	Rubaga (PT)
Postgraduate Diploma in Refugee and Migration Studies	Rubaga (PT)
Postgraduate Diploma in Teaching and Learning in Higher Education	Nkozi (DL)

UNDERGRADUATE PROGRAMMES	
C: BACHELORS	
Bachelor of Agriculture	Nkozi (FT)
Bachelor of Arts English Language and Literature with Education	Nkozi (FT)
Bachelor of Arts in Democracy and Development Studies	Nkozi (DL)
Bachelor of Arts in Ethics and Development Studies	Nkozi, Mbale & Kabale (FT & Even)
Bachelor of Arts in Local Governance and Human Rights	Nkozi (DL)
Bachelor of Arts in Microfinance and Community Economic Development	Nkozi (DL)
Bachelor of Social Development and Counselling	Rubaga (FT & PT)
Bachelor of Arts with Education (Secondary)	Nkozi & Mbale (FT)
Bachelor of Business Administration and Management	Nkozi, Rubaga, Mbale, Masaka & Kabale (FT Day & Even)
Bachelor of Education English Language and Literature	Nkozi (DL)
Bachelor of Education (Primary)	Nkozi (DL)
Bachelor of Environmental Design	Nkozi (FT)
Bachelor of Public Health and Health Promotion	Nsambya (PT)
Bachelor of Science in Accounting and Finance	Nkozi & Rubaga (FT)
Bachelor of Science in Agriculture (General)	Nkozi (DL)
Bachelor of Science in Business Economics	Nkozi (FT)
Bachelor of Science in Financial Mathematics	Nkozi (FT)
Bachelor of Science in Information Technology	Nkozi & Kabale (FT)
Bachelor of Science in Organic Agriculture	Nkozi (DL)
Bachelor of Science with Education	Nkozi (FT)
Bachelor of Science with specialisation in: Economics and Statistics; Statistics and Computer Science; Economics and Mathematics; Mathematics and Computer Science; Economics and Computer Science; Mathematics and Statistics	Nkozi (FT)
D: DIPLOMAS	
Advanced Diploma in Environmental Design	Nkozi (FT)
Advanced Diploma in Health Promotion and Education	Nkozi (FT)
Advanced Diploma in Health Services Management	Nkozi (FT)
Diploma in Health Promotion and Education	Kabale (PT)
Diploma in Records and Information Management	Kabale (FT)
Diploma in Business Administration and Management	Kabale (FT)
Diploma in Clinical Mentoring	Nsambya (PT)
Diploma in Computer Science and Information Technology	Nkozi, Mbale, Masaka & Kabale (FT, PT)
Diploma in Democracy and Development Studies	Nkozi (DL)
Diploma in Education (Primary)	Kabale, (Hol) & Nkozi (DL)
Diploma in Local Governance and Human Rights	Nkozi (DL)
Diploma in Microfinance and Community Economic Development	Nkozi (DL)
Diploma in Records and Information Management	Kabale (FT)
E: CERTIFICATES	
Certificate in Agriculture (selected fields: Agriculture, Poultry, Bee keeping, Horticulture among others)	Nkozi (DL)
Certificate in Business Administration and Management	Kabale (FT)
Certificate in Communication Skills and English Proficiency	Kabale (FT)
Certificate in Health Promotion and Education	Nkozi & Kabale (PT & PT)

Certificate in Health Services Management	Nkozi (PT)
Certificate in Information Technology	Kabale (FT)
Certificate in Laboratory Technology (for Secondary Schools)	Kabale (FT)
Certificate in Library and Information Science	Kabale (FT)
Certificate in Medical Records Management	Kabale (FT)
Certificate in Secretarial Studies and Office Management	Kabale (FT)
Certificate in Carpentry and Joinery	Kabale (FT)
Certificate in Brick/Block Laying and Concrete Practice	Kabale (FT)
Certificate in Electrical Installation	Kabale (FT)

Key: PG – Postgraduate; FT - Full time; PT - Part time; DL-Distance Learning; Eve - Evening; Hol - Holiday.

Annex 2: University Projects

Project Title	Faculty/Department	Participating/Lead Institutions	Funders
Student Training for Entrepreneurial Promotion: Building entrepreneurial skills of students to enable them explore self-employment as an attractive and feasible career option.	Business Administration and Management	Leuphana University of Lüneburg, Germany Uganda National Commission for UNESCO	Leuphana University of Lüneburg, Germany German Commission for UNESCO BASF Stiftung
University Partnership for Research and Development (UPFORD): Working with local communities to integrate lessons from research into the design and implementation of innovative solutions that expand their opportunities.	Outreach Directorate	<ul style="list-style-type: none"> • University of Notre Dame • Nindye Parish, Mpigi District 	University of Notre Dame
Preventing Risks Related to Population Displacements: An Investigation into Population Displaced by the Construction of the Entebbe Express Highway	Research Directorate		International Federation of Catholic Universities-Centre for Coordination of Research(IFCU-CCR)
Teaching Younger Generations Justice and Peace: An investigation into the role of Young Leaders in Promoting Justice and Peace in Northern Uganda- perspectives from the Social Teaching of the Church.	Good Governance and Peace studies		International Federation of Catholic Universities-Centre for Coordination of Research (IFCU-CCR)
Political Economy of Universal Social Protection Policy Uptake in Africa	Good Governance and Peace studies	Uganda Christian University	The Partnership for African Social Research and Governance Research (PASGR)
Conflict Resolution in the Karamoja Cluster of Uganda and Kenya: Peace Building through Theatre and Sports	Good Governance and Peace studies	University for Peace (UPEACE)	Dutch Postcode Lottery
Energy and Low Income Tropical Housing	Built Environment	<ul style="list-style-type: none"> • University of Warwick • University of Cambridge • National Housing and Building Research Agency • University of Nottingham, Ningbo, China • King Mongkut's University of Technology Thonburi 	Engineering and Physical Sciences Research Council
Supporting Sub Saharan Africa's Municipalities with Sustainable Energy Transitions	Built Environment	<ul style="list-style-type: none"> • University College London • Durham University • Gamos Ltd • Sustainable Energy Africa • University of Ghana • University of Cape Town 	Engineering and Physical Sciences Research Council
Joint Development of Courses for Energy-Efficient Sustainable Housing in Africa	Built Environment	<ul style="list-style-type: none"> • University of Applied Sciences Augsburg, Germany • Jomo Kenyatta University of Agriculture and Technology, Kenya • Kigali Institute of Science and Technology, Rwanda • Stellenbosch University, South Africa 	African, Caribbean and Pacific Group of States (ACP Group)

Partnering for Health Professional Training in African Universities (P4HPT)	Health Sciences	University of Ghana (Coordinating Institution)	Africa (MWALIMU NYERERE) and the Caribbean and Pacific Group of States
Developing Capacity for Participatory and Marker Assisted Plant Breeding to Mitigate Low Crop Productivity and Poor Food Security.	Agriculture	<ul style="list-style-type: none"> • Bangor University • Kenyatta University • Masinde Muliro University of Science and Technology 	African, Caribbean and Pacific (ACP) Group: Science and Technology Transfer Programme
Finalizing Development & Piloting a Regional MSc in Monitoring and Evaluation	Agriculture		Regional Universities Forum for Capacity Building in Africa
Promoting Energy Efficiency in Buildings in East Africa	Built Environment		UN-HABITAT
Research and Training in Micro-Finance	Microfinance	Department of Financial Economics & International Monetary Markets-University of Rome	University of Rome
Construction of a Teaching Laboratory Block for the Faculty of Agriculture	Agriculture		Spe Salvi

Memberships of Academic/ Professional collaborations

Association of African Universities (AAU)
Association of Catholic Universities and Higher Institutions of Learning in Africa and Madagascar (ACUHIAM)
Association of Commonwealth Universities (ACU)
Association of Microfinance Institutions of Africa (MAIN)
Association of Microfinance Institutions of Uganda (AMFIU)
Institute of Corporate Governance of Uganda (ICGU)
Inter University Council for East Africa (IUCEA)
International Federation of Catholic Universities (IFCU)
Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)
East African Higher Education Quality Assurance Network (EAGAN)
Ugandan Universities Quality Assurance Forum (UUQAF)
Uganda Vice Chancellors' Forum (UVCF)
Public Relations Association of Uganda (PRAU)
East African Quality Assurance Network
Uganda Statistical Association
Commonwealth Educational Partnerships (CEP)
AIESEC

Affiliated Institutions

Bishop Magambo Counselor Training Institute, Fort Portal
Mbuye Farm School, Rakai
Multitech Business School, Kampala
Nile University Campus, Arua
Nsamizi Training Institute Of Social Development, Mpigi
Queen Of Apostle Philosophy Center, Jinja
St. Francis Counselor Training Institute, Mbarara
St. John The Baptist Ggaba Primary Teachers' College, Kampala
Uganda Catholic Management And Training Institute, Kampala
Uganda Martyrs University Nyamitanga Campus, Mbarara
St. Francis Hospital Nsambya Training School

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