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# Word from the Chief Editor



The students are back! The studies are resuming. The situation is surely and steadily getting back to normal. However, COVID is still around. Dear students, as you report after the longest break, please be informed that the virus is still with and within us. It has killed Ugandans in hundreds- young and old. The need to prevent the infection and spread of the virus is still as strong as it was in March 2020 when education institutions closed. While here, be on guard, gatherings are still dangerous, so don't organize or attend hostel parties or other parties. Delay handshakes until it is safe to do so. Sharing of phones, holding hands, hugging and all are still unsafe as long as the virus is present among us. You have been safe while away from the university, you remained safe when the virus was killing more people, please endeavor to remain safe even when the situation is returning to normal. It's painful to fight and survive the strong heat but then die when the war is almost getting over. Wear that mask at all times please. Wash or sanitize your hands. When the war is finally over, let's sing victory songs together.

*Reuben Twinomujuni*  
**Senior Public Relations Officer  
 (Chief Editor)**

## Editorial Team



**Jennifer Sibbo**  
 Public Relations and  
 Marketing Officer  
 (Editor)



**Freeman Crispus**  
 (Editor)



**Twinamatsiko Johnson**  
 (Design & layout)

## Columnists



**Richard K Manano**  
 (Human Resource  
 Corner)



**Tibakuno George**  
 (Long lasting footmarks  
 of our own)

# KYU Smiles



**Name:** Ahumuza LILIAN

**Course:** Bachelor of Procurement and Logistics Management.

**Year:** Three

**Hobbies:** Watching TV, reading, listening to music, making friends.

## **What do you love about Kyambogo University?**

There is so much I love about Kyambogo University and it has been my first choice

university since my high school. I am so grateful to be part of it through all my years here. To start with, the conducive environment for us to study, the lecturers, the teamwork amongst us the students, the fees structure is favorable to study from the university, the practical courses offered, the well-equipped lecture Labs, oh I could take forever mentioning what I love about my university, I literally love everything.

## **In the next five years?**

In the next five years, I will be among the best procurement consultants in the country.

# The Current Status Of Kyambogo University



From the third to the fifth of February, Kyambogo University conducted an induction for the new Council. The induction commenced with a state of the university address by Professor Eli Katunguka-Rwakishaya, the Vice Chancellor (pictured).

In his presentation, the Vice Chancellor addressed a number of areas among them:

## Academic establishment

The current academic establishment is comprised of 6 Faculties and 2 Schools headed by Deans, with a total of 38 departments headed by Heads of Departments. These Faculties and Schools include: Faculty of Arts & Social Sciences (09 Departments), Faculty of Engineering (04 Departments), Faculty of Special Needs & Rehabilitation (03 Departments), Faculty of Education (08 Departments), Faculty of Science (07 Departments), Faculty of Vocational Studies (03 Departments), School of Management & Entrepreneurship (04 Departments) and Graduate School, which plays a coordinating role.

## Programme Summary

• Certificate programmes	12
• Diplomas	49
• Bachelors	66
• PG Diplomas	10
• Masters	39
• Doctorates	8
<b>TOTAL</b>	<b>184</b>

## New Programmes approved by Council, January 2021

- Bachelor of Fashion and Cosmetology
- Bachelor of Cultural and Heritage Studies
- Master of Arts in Development Studies
- Master of Arts in History
- Master of Social Work
- Master of Disability and Inclusive Development
- Doctor of Philosophy in Special Needs Education



***The current academic establishment is comprised of 6 Faculties and 2 Schools headed by Deans***

## Student Enrolment

Faculty	Sem1 18/19	Sem1 19/20
Science	3720	2703
Education	753	758
Arts and SS	9316	9368
Engineering	5631	4081
Special Needs & Rehabilitation	1270	968
Vocational Studies	2445	2183
SOME	7898	7086
Graduate School	636	404
Soroti Learning Centre	494	494
Bushenyi Learning Centre	512	512
Affiliated Institutions		<b>28,063</b>
	<b>41,531</b>	<b>41,531</b>

## Graduation Figures

Graduation	Academic year	Number of Graduates	% Increase
13th	2015/16	6,519	-
14th	2016/17	6,995	7.3
15th	2017/18	7,661	9.5
16th	2018/19	8,843	15.4

## Promoting Research

In the area of promoting research, we have a Research and Innovations Policy in Place, we also have a Research Agenda in line with National Development Priorities and SDGs; we have regularly conducted Research Training workshops focusing on Proposal writing, scientific writing, budgeting and accountability, Cycle of Research Management; we have increased the budget for Research to 1.01bn; we introduced a Competitive Research Fund: 29 Awardees are conducting research; Kyambogo subscribes to Research Databases including Research Africa; Graduate School is now functional though more needs to be done; Capacity has been built for Collaborative Research Linkages and Joint development of research projects; the Kyambogo University Repository is now operational; the Research Ethics Committee is now in place and we have in place the Intellectual Property Management Policy.

## Knowledge Generation

In this area, many staff have acquired scholarships for Masters and Doctorates; a number of staff have been promoted to Senior lecturers and Associate Professor based on their publications; on Scholarships: Sida 16 PhDs, 25 Masters, 2 Post doctorates; AFDB 8 PhDs, 12 Masters, Norrhed 4 PhDs and 20 Masters; currently 156 (104 Males and 52 females) are pursuing PhDs out of 405 academic staff; between 2016 and 2020, Kyambogo

University is supporting 46 staff members on Doctorate Programmes through Staff Development.

## Buildings

On buildings, we have renovated all the 8 Engineering Laboratories and Workshops, Central Lecture Facility, Central Library with Virtual Capabilities, New Engineering laboratories and Workshops, Technical Teacher and Capacity Improvement Facility, Central Multipurpose Science Laboratory, Research and Industrial Linkages for STI (Business Incubation Centre) and the new Department of Lands and Architectural Studies Block.

## Construction and Other Works

All the buildings have been furnished with State of the Art equipment and furniture and Central Lecture Block Phase 1 has been completed. The contract for Phase 2 has been signed and work is in progress. The total cost at completion will be about 15.6 billion shillings.

We have also improved the Road network with Harlow Road (0.56km) completed, Fisher Road (completed and to be handed over), Main Gate reworked and handed over, Main Sports Ground is under rehabilitation and we have completed the overhaul of the entire sewage system and connected it to the National water and sewerage Corporation (NWSC) system.





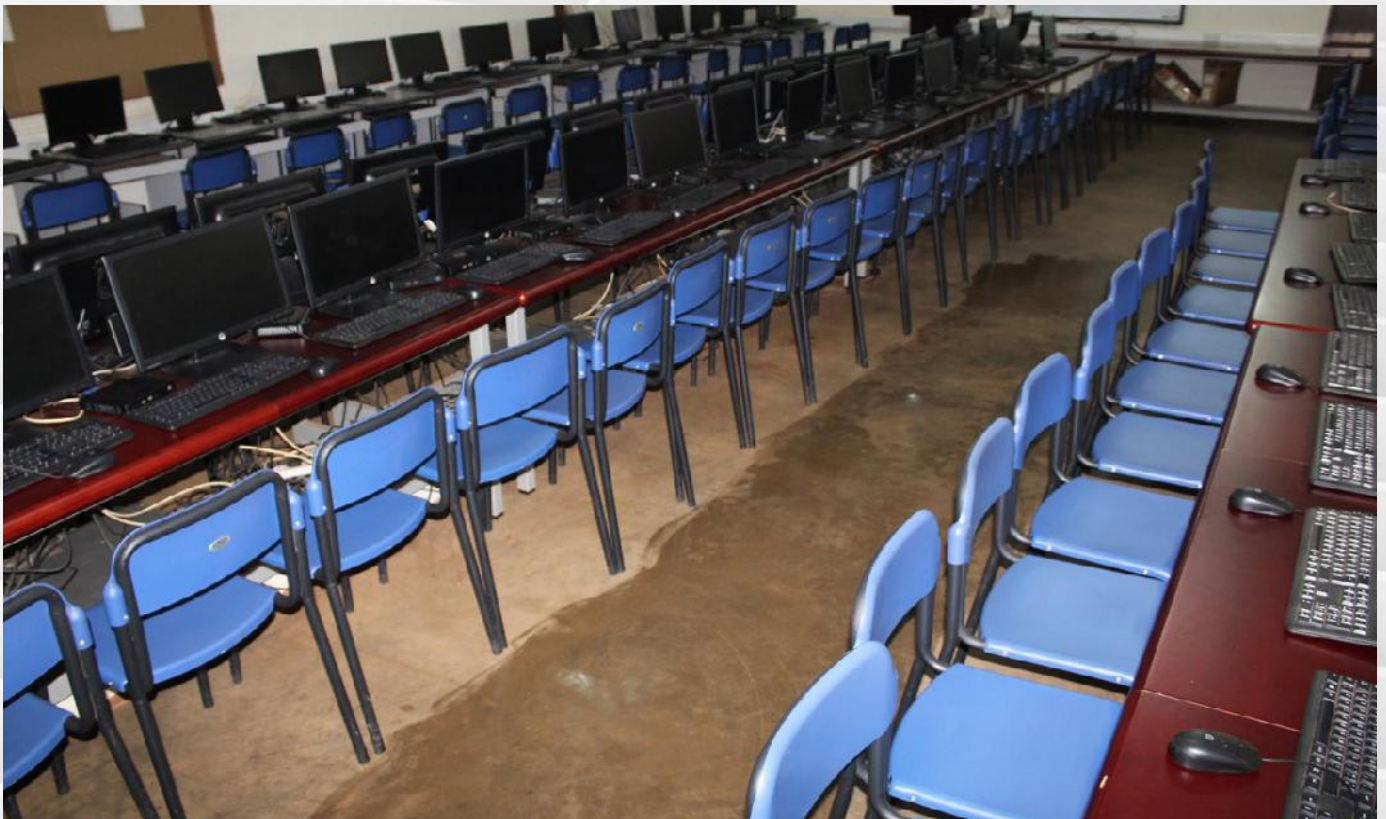




## ICT Infrastructure

On the ICT infrastructure, twenty five km of fibre optic cable has been laid; connecting all major buildings; seventy five km of structural cables installed in most buildings for internet connectivity; Internet bandwidth increased from 10 MBs in 2017 to 416 MBs in 2020 (average per user is 0.8 compared to 0.5 recommended by National Council for Higher Education (NCHE)); 146 Wireless access points (Hot spots) have been installed; One modern e-learning content development studio has been established; Fifty Desktop computers preinstalled with interactive software e.g. Zoom, Google Meet for senior staff, Deans and Heads of Departments; NCHE has granted permission to Kyambogo University to run all programmes online. Kyambogo

University Readiness assessment scored 94.6%; ICT mainstreamed in 98% of the processes with increased efficiency in fees collection, admissions, registration, results management, production of academic documents, Finance Management and Reporting (hence Unqualified Audit reports); e-kampus upgraded to AIMS and deployed in all public universities and some Private ones; 536 staff members trained in use of e-learning platforms (Moodle and Google Classroom), students have accounts on these platforms; University website 100% upgraded hence increased KYU web presence and improved ranking; ICT Policy, Draft ICT Manual, ICT Charter and e-learning Policy developed; Soon to establish Kyambogo University as a Centre of Excellence in ICT and related Innovations.





## Library Facilities/Resources

The Central library building is well furnished; improved ICT facilities with 139 computers and 8 printers; we have subscribed to e-resources; automation of the online library catalogue hence accessible from anywhere; University repository implemented hence increased visibility; we have subscribed to Turnitin- an anti-plagiarism software; KYU is a member to Professional Associations like International Association of University

Libraries and Consortium of Uganda University Libraries; we have improved library services through the Library website and social media accounts on Twitter and Facebook; the scheme of Service for Library staff was passed in 2020.

## Policies and Guidelines

Several Policies, guidelines and manuals have been developed/reviewed and these are: Council Charter 2016; KYU Examination Regulations 2013; Research



*New Virtual Library facility*

and Innovations Policy; Quality Assurance Policy; Policy on Outsourcing of Catering Services; Policy on e-learning centers; Policy and Procedure for revocation of KYU awards; Medical Insurance Policy; Study Scheme Policy; Guidelines and Procedures for elections of Deans and Heads of Departments; Appointments Board Disciplinary Rules and Regulations 2017; Policy on short courses; ICT Policy; Resource mobilization and Investment Policy; Students Work scheme –Study Guidelines; and Guidelines and Procedures for conducting online Teaching and Learning for Undergraduate and Postgraduate Programmes.

## Human Resources Issues

Appointment of the Chancellor, Vice Chancellor and Deputies, University Secretary, Dean of Students, Academic Registrar, University Bursar and University Librarian has been successfully done; Staff have been appointed on promotion, contract, or transfer :2 Professors, 17 Associate Professors, 54 Senior Lectures, 64 Lecturers, 27 Assistant Lecturers, 60 Graduate Fellows and 92 Non-Teaching staff have been appointed to various positions; 156 out of 405 Academic staff have Doctorates; we need to retain them; Teacher Education and Development Studies Department split into Department of Teacher Education and Extension, Curriculum, Teaching Instructions and Media Studies; Early Childhood Development and Development Studies and Social Studies (moved to Faculty of Arts and Social Sciences; Performance Contracting cascaded down to Top Management, Deans of Faculties leading to

improvement in level of Commitment, accountability and strategic focus of the university; we have reviewed Job requirements for Promotion of Academic staff: Requiring a PhD for Lecturer position and not on track; we reviewed Terms and Conditions of Graduate Fellows; Scheme of Service and Structure of Technicians (Teaching) reviewed; Scheme of service for library staff has been reviewed; we also reviewed Remuneration of Chancellor, Members of Council and the Staff Tribunal; the review of the Criteria for Promotion of Academic staff is underway and many staff have been supported to undertake Doctorate training.

## Strategic Marketing

In an effort to strategically market Kyambogo University, we have over the time established good working relationship with the Media and this has been enhanced by regular Vice Chancellor briefings to the media; we have established a monthly University Newsletter with contributions from staff, students and external stakeholders, it is still online; we also held a Public Lecture on the Road to 2021 Elections; we have participated in exhibitions by NCHE, Ministry of Finance, Planning and Economic Development and others in Kenya and Ghana organized by Regional Universities Forum; we have also been intentional at branding the university through quality souvenirs, wears, Mugs, Calendars, Notebooks, banners among others. For improved visibility, efforts have been geared at putting in place a very good university website with updated information and consequently, Kyambogo University has been ranked 4th in Uganda



**Council members receiving KYU Branded souvenirs from the Public Relations Officer**

and 81 in Africa; Several Social Media Platforms including Twitter, Facebook, You tube and LinkedIn have been created and we have a big following there; this has eased our communication; we have produced a documentary and short videos about the university and these have been disseminated through online platforms; we carried out training of staff in Public Relations and Customer Care and Plans to strengthen the Convocation and Alumni relations are underway;

### **Transforming Kyambogo into a modern university**

Intentional efforts are underway to transform Kyambogo into a modern

university because any modern competitive university in the 21st Century must have the capacity to recruit and retain the best academics, attract the best students, enhance the use of ICT in administration, teaching and research, have appropriate infrastructure for its core functions, promote its international outlook and promote relevant, appropriate and ground breaking research to contribute to new knowledge, solving National and Global challenges.

### **Touring the university**

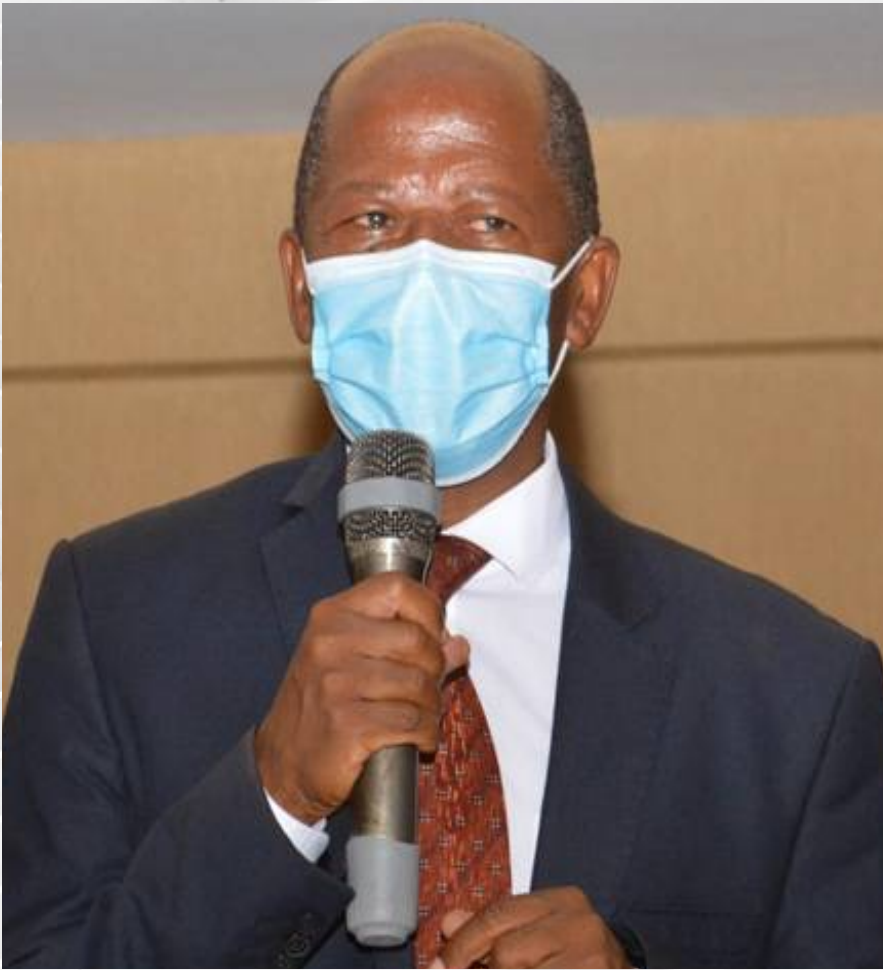
After the presentation, Council members toured the university and below is a story of the tour in pictures.





***Council members and Management toured different facilities of the university***

## Front Kyambogo University Interests - Education Minister To Council



The State Minister for Higher Education, Dr. John Chrysostom Muyingo (pictured) has urged council members to serve diligently and develop the spirit of shared vision; to know that theirs is service not getting money and prestige. He further urged them to always give feedback to their constituents and not serving their interests; to always have balanced and impartial judgments in deliberations. For council members representing staff or students, the Minister urged them to avoid conflict of interests to enable them be balanced adding that once a decision has been taken, it binds all of them

and it's their responsibility to always defend it. He went on: "I challenge all of you to position the interests and vision of Kyambogo University in all your dealings". He added "I know Kyambogo University is positioning itself as a center of academic and professional excellence... we must set goals that will propel this vision and make the founders of this university proud of your work".

Dr. Muyingo reminisced that there was a time when there was a strike nearly every month at Kyambogo University. He congratulated the Vice Chancellor and management for

eliminating the strikes and restlessness that characterized Kyambogo University and changing the previous unpleasant history of strikes and anarchy. He emphasized that parents have a confidence in Kyambogo and this confidence must safeguarded. "We appreciate the new gate, sports field, new roads, lecture rooms and many innovations in ICT and all your efforts" he said adding that when we develop capacity, all these are possible. As a university, endeavor to provide local solutions for local problems in order to be relevant to the nation.

He also congratulated the Chairperson and her Vice Chairperson of Council on being elected adding that it's historical to have a female Chairperson, deputized by another female. He noted that women are more than men but when it comes to big offices, opportunities are given to males. He said Kyambogo agrees with the NRM agenda of uplifting women and not discriminating against them. Dr. Muyingo also revealed that he at some point served as a member of Council of Kyambogo University. In saying this, the Minister was officially opening the induction of the fifth Council at Imperial Golf View Hotel, Entebbe.

On COVID 19, he said that as COVID rages on, "let's look at opportunities for growth that the pandemic has

provided; we know it has greatly affected all sectors especially the education sector but we must learn to build our capacity and compete on the world arena". He thanked the university leadership for keeping the university operational during the pandemic before adding that much as we want our students to study, we also need them alive and safe; we won't allow anything that will put the lives of our children in danger. He stressed that children pick viruses very fast, they can't consistently wear masks, and these children will carry the virus to the old people at home and it will be a big blow to the nation. He emphasized the need to be very careful and patient as the country prepares for a phased but safe manner of reopening. He added: "when the time comes, please cooperate".

### **No more new universities**

The minister revealed that government is putting a stop at starting new universities in order to make the existing ones state of the art in terms of infrastructure, staff, and equipment among others. The minister revealed that there's going to be a financial push given to universities and this coming projects will have a component of staff development. He further said that there are challenges but government feels priority should be given to universities and schools. He appreciated that the research funds given to universities is not enough and government is committed to supporting this component in universities. As money comes, he said, this support will be extended to private universities but government will begin with public universities.

### **Salary enhancement**

On salary enhancement, "we have continuously talked with the Ministers of Finance Planning and Economic Development and Public Service about the matter, several meetings have been going on but we are going to organize a meeting and invite you so that you are abreast with the goings-on.

Dr. Mary Gorretti Nakabugo, the Council Chairperson thanked the minister for being available to universities, being a champion of education and for massively contributing to the education sector. "For over the years, you've been relevant to



the education sector; your efforts in the education sector have had enormous impact on many people, said Nakabugo. She further thanked government for continuously paying salaries and being on the side of the people. She thanked the President and Ministry of Education and Sports for providing stable leadership.

She stressed that the fifth University Council is suited to fulfill its obligations as the law stipulates adding that "we are called to serve the university in business unusual times, which puts a lot of pressure on us to keep the university functioning and running". "As the fifth Council, she added, we have received tremendous support from management under the able leadership of the Vice Chancellor and we are very grateful for this induction as Council because we shall be exposed to many areas, which we hope to empower us as we execute our duties during our four-year tenure".

On his part, Professor Eli Katunguka, the Vice Chancellor, thanked government for allowing finalists complete their education. He, however said that internships, industrial training, school and college practice are still pending. He thanked government for the visit conducted at Kyambogo University on 27<sup>th</sup> of January with the three Ministers, the Permanent Secretary and other officials that came. He reported that efforts to reach students through odel is challenging with many students having no smart phones, internet connection and electricity.



**Minister poses with Council members and staff after the official opening of the induction**

## **Closing remarks from the Chancellor**

While closing the induction, Prof. John Pancras Mukasa Lubowa Ssebuwufu, the Kyambogo University Chancellor appreciated the Vice Chancellor for achieving a lot; working with Council. To

the Council, he said a professional Council doesn't engage in fights and issues that waste time adding that Councils are into strategies and policies for the good of the university. He stressed that "you must ensure that you don't micromanage; leave management issues to management"



**The Chancellor poses for a photo with Council members and Management at Imperial Golf View Hotel, Entebbe.**





**Members of the secretariat:** Charles Okello, the University Secretary, Charles Mukooza, the Assistant Secretary, Christine Nakiguli, the Assistant Secretary, Benardict Oudi the Human Resource Officer, Juliana Namwonja, Senior Administrative Assistant receiving gifts in appreciation of their services to Council during the Council induction at Imperial Golf View Hotel, Entebbe.

## Kyambogo University Wins The Wege Prize Competitions In Semifinals

Nalwoga Martha (pictured), a student of Business Administration at Kyambogo University was among 55 university students representing 11 nationalities and 27 academic institutions around the world who are developing enterprising solutions for wicked problems under Wege Prize. Wege prize is an international design competition that encourages teams of university students to re-design the way we produce and consume.



There are 11 teams which have advanced to the third semifinal phase of the 2021 competition. They are composed of 55 students who are promising future innovators committed to providing solutions for the world's most pressing problems and they are addressing a variety of challenges in their immediate surroundings or communities.

Among them are a team from Chile that is addressing overcrowding challenges in the nation’s cities by developing sound isolators out of discarded palm leaves that can improve privacy and quality of life; a team from Egypt addressing government regulations on single-use plastics by transforming sugarcane harvest waste into valuable bioplastic; and a team of students from Uganda tackling global food waste problems with a localized solution to process Matooke into organic manure.

In its initial phase—Wege Prize 2021 drew a field of 35 teams of five students, each required to represent different academic institutions and disciplines. After the Phase 1 elimination round, the field was narrowed down to 25 teams. Now, the Phase II judging process has reached completion and those teams whose ideas inspire the greatest hope for successful real-world implementation have been named as semifinalists.

Over the course of the next five weeks, the semifinalist teams will refine their ideas and solutions to the wicked-problem they’ve chosen. Each team’s proposed solution must support the transition from a linear economic model in which we take, make, and dispose to a circular economic model—one that eliminates pollution and waste out of the equation, keeps materials and products in use, and regenerates natural systems.

The teams are guided each step of the way by a diverse and accomplished group of judges, professionals whose collective expertise spans the circular economy, sustainable business, green chemistry, industrial design, digital fabrication, biomimicry, public policy, and education.

While the remaining teams are now competing for a place in the final phase of the competition, those teams that have not advanced will carry the constructive feedback they’ve received from the judges into their future problem-solving efforts, and more broadly, their personal and professional lives. In addition to this intellectual and professional growth, finalist teams will have the opportunity to win a share of over \$30,000 USD in total cash prizes to help move their ideas forward.

Wege Prize, has been organized by Kendall College of Art and Design of Ferris State University’s (KCAD’s) Wege Center for Sustainable Design with the support of The Wege Foundation. It is an annual competition that ignites game-changing solutions for the future by inspiring college/university students around the world to collaborate across institutional, disciplinary, and cultural boundaries to redesign the way economies work.

**MUSANA**

- PADDY NSUBUGA**  
U - Mechanical Engineering  
Makerere University  
Uganda, Africa
- NAKIBUUKA CATHERINE**  
U - Environmental Science  
Makerere University  
Uganda, Africa
- NALWOGA MARTHA**  
U - Business Administration  
Kyambogo University  
Uganda, Africa
- AKULU RUTH**  
U - Economics and Trade Policy  
Ndejje University  
Uganda, Africa
- KIKOMEKO IBRAHIM**  
U - Mechanical Engineering  
Makerere University  
Uganda, Africa

*Nalwoga with her team mates from other Universities in Uganda.*

# Interview

*Meet Dr. Mary Goretti Nakabugo (PhD), the Chairperson of the fifth Council of Kyambogo University. Following her election to this all-important organ, our reporter reached out to her to find out what plans she has for the university during her four-year tenure at the helm of the Council.*



## **We would like to know your plans during your tenure as Chairperson of the fifth Council**

As you know, I'm a Chairperson of Council so what I'm going to tell you won't be my plans alone but for the entire Council. This interview has come at the beginning of our term of office as we begin to have discussions to understand the strengths and challenges of the university. So I believe we shall really map out key challenges of the university and what we need to prioritize as a new Council.

The Council, being the supreme organ that oversees the functioning of the university has its roles stipulated in the law. Our operations are also guided by the Strategic Plan. Our performance will be anchored on the key strategic pillars in the Strategic Plan and it is from within those that we will choose our priority areas.

As a new Council, we will choose our priority that we will focus on and we can be

remembered for focusing on and achieving that priority. The needs are many and it's very difficult to attain everything in four years; just like government, we will focus on key priorities. If you look at the current government, for example, there are quite a number of priorities but they set their number one priority as defense because national security is very important.

As the fifth Council, we will do the same. We know that teaching and learning is very important as well as research, physical infrastructure, institution development and strategic marketing but what is that one thing where we made a difference for which we shall be remembered? I was part of the previous Council and we paid attention to each and everything but I think we paid much attention to the physical infrastructure development. Currently if you enter the university, it's completely different from how it was four – five years ago and that was a great achievement.

We shall continue with what the previous



resources and infrastructure but also the technical capacity to deliver high quality teaching and learning and research using ICT.

Personally, I would love to sell to the new Council the idea of prioritising teaching and learning and especially how to improve it. As the previous Council concentrated so much on infrastructure, we may need to direct our attention to the ICT to enhance our teaching and learning since ICT is going to be at the center of teaching and learning even as we take cognizant of the financial constraints. In that regard, we need to mobilize the resources and allocate resources to the set priority areas.

## Resource mobilization

We will first review the resources that come from government and the resources from internally generated funds because actually before you think of attracting more resources the way you utilize the little resources that you have also make a difference. We will ensure that it's used for the intended purpose. One of the committees of Council is Resource Mobilization. In the previous Council we had really wanted to strengthen it because it's really a huge risk to only depend on one source of income.

## Land

One of the biggest resources of this university is the land where the university sits and even outside the university. Unfortunately, we have people encroaching on our land. On the encroachers; this is going to be a corrective effort. There are some steps taken already with some cases in courts of law but I think once we prioritise and know where we stand and considering that this is a new Council, land is going to be a critical issue. The starting point will be to know: what has been done; what are the challenges and how the new Council can address them. Overall, it's an area where we really need to prioritise; we cannot grow as the university unless we invest in key resources that we have and land is one of the major ones.

I think we need to invest a lot in our Legal Department and we need to review and perhaps hear from the Legal department itself to see where can the University Council give support to enhance ourselves because when we go in to the issue of land and encroachers it's a huge legal issue so even before we open up cases we need to really be sure that we are likely going to win. There are previous cases where we have been taken to court and we have lost and each case we lose, we lose money too. It's important to note also that we have won a few cases but each case that we lose, the university loses money.

In all this, we will ensure that our land is secured but also ensuring that we actually utilize it maybe through public and private partnership.

## Projects and research

There are cases where staff members write projects and attract funding but again we need to develop the capacity of staff themselves to be able to write projects and attract resources. I think one of the biggest achievements of the previous Council and Management was that percentage of money allocated to research; I think it's one billion. We can increase it because that's one way of developing capacity if people can internally bid and get that funding; then through that research they can also sharpen their capacity to then attract projects elsewhere.



Concerning the funds allocated to research, after one year of implementing that grant we will need to review it; paying attention to how is it doing; what are the bottlenecks; why is it that the funding is not being fully utilized; the quality of research and how do we disseminate it. I am sure Council and Management are also thinking along those lines. It's not just a matter of giving out the funds but there must be accountability because through that, we shall attract further funding.

Alongside the bids and the giving out of funds, there must be a strong component of capacity development and capacity enhancement of the people who are getting these grants but also monitoring and evaluation is going to be very critical, how do we monitor the success of this grant, the products that come out of it and how they are really utilized.

## Strategic Marketing

On strategic marketing, the image of

Kyambogo University is positive. We have come a long way; we had periods where we had a strike almost every month and that's now behind us. I think we have done quite a lot on that and one thing about strategic marketing here much as it is kind of identified as a standalone pillar, it's very crosscutting. I think globally we rank over 100 and in the CEO performance contract; one of the things we have talked about previously is trying to push ourselves up the ladder on these global rankings. I think it's something we should try to focus on because you are not only marketing yourself nationally but rather globally.

## Convocation/Alumni Relations

Most top universities all-over the world rely on the alumni in areas of resource mobilization and networking. So it's an area we really need to invest in by ensuring that the leadership of that Convocation is actually composed of people who can really make a difference and contribute to the university rather than having people who want to take away from it. It's one way

of marketing the university but it's also a strong way of mobilizing resources to feed into other strategic pillars. We also need to look at the quality of our graduates as extremely important because you cannot reap what you didn't sow. If you want top quality Convocation, invest a lot in the teaching and learning. Are the products we put out really competitive? Right now I must say the graduates of Kyambogo University are pretty competitive I think the values that we instill in them are pretty good. I work in an organisation where I have a number of graduates from Kyambogo University and they are really impressive. I really look forward to working with Management and the rest of the university officials to ensure that we put the university at the next level.

The biggest people to market the university are the former students themselves; what they talk about the university and what they do at their workplace and in the community from where they come. If our products speak for themselves that the research we do here is actually making an impact on the economy and in the community that's another way of marketing our university.

## Partnerships

Also another way of strategic marketing is increasing the strategic partnerships, not only nationally, public, private partnerships but also globally with topnotch global institutions. Kyambogo University has those partnerships but we need to increase and also utilize the network of Council. What I am very proud of, among other things is the quality of the Council that we have. People are really pretty well positioned; they are really people of high repute in their fields.

## Effects of the pandemic

This council has started at a time of challenges caused by the COVID 19 pandemic. The pandemic has affected us but we should also look at the opportunities it has brought; one of them being the role of ICT. We will ensure that we actually use this as an opportunity to develop our infrastructure and ensure that we are a top institution and competitive; that is really a corrective effort. We will ensure that all different governance organs of this university work together; not competing against each other, not fighting each other but working for the common goal. That's something I personally would like to really promote so I look forward to this term of office and working with everyone. That will already be marketing and branding.



# University Finally Reopens For Continuing Students And Freshers

Over a year after completing S.6, students have been stuck at home despite having been admitted to different universities. More so, continuing students have also been stuck since March 2020 when institutions of learning were closed due

to COVID 19. Several students have been inquiring on whether studies will resume. Finally, the opportunity is here. Below is the calendar on staggered reopening of Kyambogo University.

## SEMESTER II 2019/2020

### SEMESTER II 2019/2020 CONTINUING STUDENTS

Monday 1 <sup>st</sup> February, 2021 – Sunday 21 <sup>st</sup> February, 2021.	Industrial Training Activities for Final and Continuing students (extended where there has been no supervision by the supervisors )
Monday 01 <sup>st</sup> March – Sunday 21 <sup>st</sup> March, 2021	Blended/Face to face Lectures for Continuing students (3 Weeks )
Monday 22 <sup>th</sup> March – Sunday 11 <sup>th</sup> April, 2021	Examinations for Continuing Students (3 Weeks)
Sunday 11 <sup>th</sup> April, 2021	End of Semester II for Continuing Students.

\*Easter Break Friday April, 2<sup>nd</sup>, Saturday April 3<sup>rd</sup>, Sunday April 4<sup>th</sup> and Monday April, 5<sup>th</sup> 2021.

\*A request from Senate Examinations Committee for an additional week for 2019/2020 Semester II Examinations for Continuing Students.

### SEMESTER I 2020/2021 FOR FRESH AND CONTINUING STUDENTS

<b>Monday 22<sup>th</sup> March – Saturday 11<sup>th</sup> April, 2021</b>	<b>Self-Online Enrollment/ Orientation for Fresh Students (3 Weeks) OFF CAMPUS</b>
Saturday April 10 <sup>th</sup> 2021	Reporting of Resident Students to the Hall of Residence ON CAMPUS
Monday 12 <sup>th</sup> April Sunday 23 <sup>rd</sup> May , 2021	Blended/Face to Face Teaching ( 6 Weeks)
Monday 24 <sup>th</sup> May – Sunday 20 <sup>th</sup> June , 2021	Online Teaching (4 weeks)
Monday 21 <sup>st</sup> June –Sunday 18 <sup>th</sup> July 2021	Examinations for Semester I 2020/2021 (4 Weeks)
Sunday 18 <sup>th</sup> July 2021	End of Semester I 2020/2021.
Monday 19 <sup>th</sup> July –Sunday 25 <sup>th</sup> July 2021	Semester Break. (1 Week)

The Road Map for the 17<sup>th</sup> Kyambogo University Graduation will be communicated later.

### SEMESTER II 2020/2021

Monday 26 <sup>th</sup> July – Sunday 22 <sup>nd</sup> August, 2021	Lectures – Online Teaching (4 weeks)
Monday 23 <sup>rd</sup> August – Sunday )-03 <sup>rd</sup> October, 2021	Lectures – Face to Face Teaching (6 weeks)
Monday 04 <sup>th</sup> October –Sunday 31 <sup>st</sup> October 2021	Examination for Semester II 2020/2021 (4Weeks)
Sunday 31 <sup>st</sup> October, 2021	End of Semester II 2020/2021
Sunday 31 <sup>st</sup> October, 2021- <b>To be advised</b>	<b>Semester Break</b>

## Students' reaction to reopening of universities

With education institutions set to reopen, we engaged continuing students on how they feel about resuming studies.

**Makubuya Elvis** is a second year student of Mechanical Engineering. This is what he says: "I feel relieved and super excited that I'm actually back to campus. We reached a point where we were uncertain of the next step and that got me worried. I had a specific timeline in which I wanted to finish everything but due this interruption



by the pandemic, I actually got concerned for my future because clearly I didn't know what to expect. The news that we were actually going back put me in a very good mood and right now I have changed my attitude; anything like parties and other entertainment that normally consume our time and can mess up my concentration, I'm willing to let go. Here I mean the high life that people see at campus as a necessity is actually a hindrance because we need to mean business. We have limited time to do our exams and complete our semester. I am planning to engage more in things that will surely build me as a person for example teamwork because this is like a battle and I have to fight with my course mates and all friends around me. I want to take away the element of individualism.

To all students, we are going into a very busy period so we should forget all things that may be obstacles to hinder us from thinking straight. We should realize that what we are doing now will actually determine how well we will be in the future. So, let's first sort this right now and I pray that everyone gets that 100% concentration and we all finish what we have started - our degree. Lastly, personally, I have a testimony because I have buried two relatives because of COVID -19 so I can affirm to you all that COVID exists and no one should lie to you that it doesn't and the cost of maintaining your loved one in the hospital is too high that not each one of us can afford, so I encourage you to observe the set SOP's.

**Nayebare Daphne** is a second year student of Bachelors of Civil Engineering. She says: I feel indifferent because I don't know what to expect because the





uncertainties are still on. The pandemic is there, it has been killing people and here I am, I have a new roommate, I don't know how I am going to get involved with them, and so are my classmates so I can't say that I am 100% ready. I'm not. But the pandemic has taught us to push on because it wasn't easy, food was hard to find and everything was totally new but we leant to stay strong and trust in God and basically that's what I am going to do. Apparently, we are going to do three semesters in one year and this is very challenging because we have not done it before so we have to be strong and make sure that we finish. I'm planning to stay safe- to wear my mask all the time, to sanitize, to steam and to social distance. Some students have been lied to that COVID does not kill young people and Africans which is totally wrong because I have witnessed two cases in my family so COVID is real and very dangerous. I advise all students that safety is in their hands because the authorities have done what is enough. Work hard and maximize your full potential because there is a lot of potential that in every one of us that is untapped so try as much as possible to live a life where you fully maximize your potential that God gave you.

**Atukunda Paula**, is a student of Bachelor of Procurement and Logistics Management. She says that having experienced this wave of the pandemic; I have had quite a long holiday to attentively reflect on several areas of my life, be it social, spiritual or

financial.

COVID 19 has widened my vision about the value of my life and of those around me. So, with this new semester ahead, my physical proximity to people will be less (social distancing) to save a life. As fascinating as faces can be, they have to be masked and hands sanitized, I shall not risk my life.



This current state of health affairs is actually going to create a conducive environment for me to read for my 3-semester year given the minimal social distraction. Not all change is good change but to stay sane in this long break, I have learned to have a positive mindset which I am carrying forward in this semester. Socially; gatherings are sure going to be minimal, so I am going to embark on activities I had postponed to later. I want to live and not prepare to live because now I know better that tomorrow isn't guaranteed.

The increased cost of living and strained economy has taught me to spend wisely and also increase my income. I am positive that a better financial manager is headed for a good semester.

With God being my hope and guide, I am more than ready to face this semester. Surviving thus far is evidence enough that there's a greater power watching over me.

Am super hopeful that the divine providence I have heard throughout this long break will follow me through this semester. I am well set to sanitize, wash hands, wear that mask, social distance and excel not only in this semester but the rest of 2021.

**Kemigisha Barbra**, a student of Bachelors of Science in Accounting and Finance says: Sincerely I don't feel ready or prepared; some of us have never done any revisions from the time lockdown came in. Right now it feels as if I am starting something I have never tried before; imagine opening a handout and feeling totally off as if I know nothing from the first page. Also there is partially paid tuition which is one of the main keys to be prepared yet right now it's not easy to get it considering the time available to begin examinations. Then I also don't feel ready because of the environment at the university mainly concerning the routes where by most of the gates are still closed which also leads



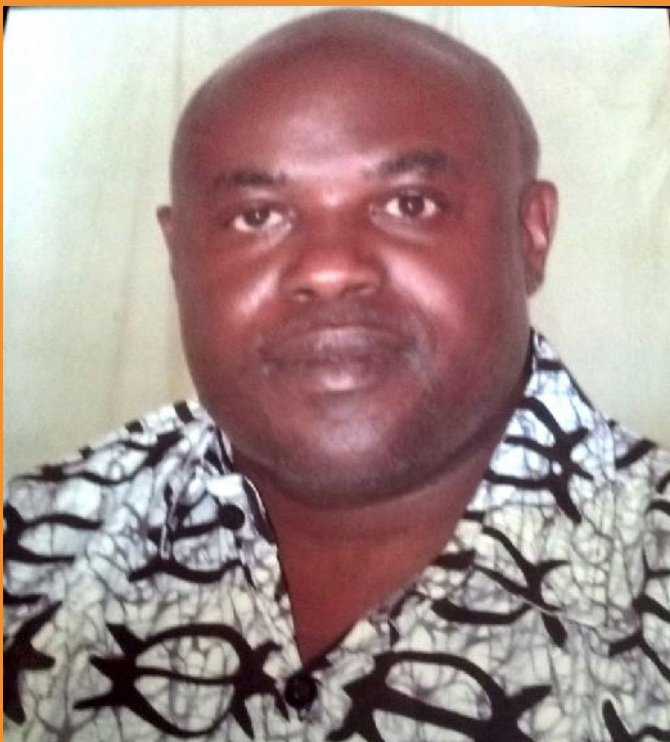
to wastage of time as one tries to get a way in. More to that, lack of communication from the University heads and lecturers is one of the reasons I am not well prepared for example no online studying right now yet we were supposed to start on 18th January. For sure I don't feel am well prepared for the semester.

I advise all students to have self-awareness and be protective of themselves if we are to move on well with academics. Let's put on our masks every time, wash our hands and mind distance. I also advise each one of us to get together; carryout discussions, share different ideas concerning what we have been studying last year in order to come up with better grades. In brief, let's concentrate more and more for better grades. Also let's develop a passion of liking whatever we are doing in whatever situations.

Above all, let's remember to put God first in everything we do because He has the right and perfect plans for all of us and we shall make it always through Him.

# MY STORY

## JACKSON BETIHAMA

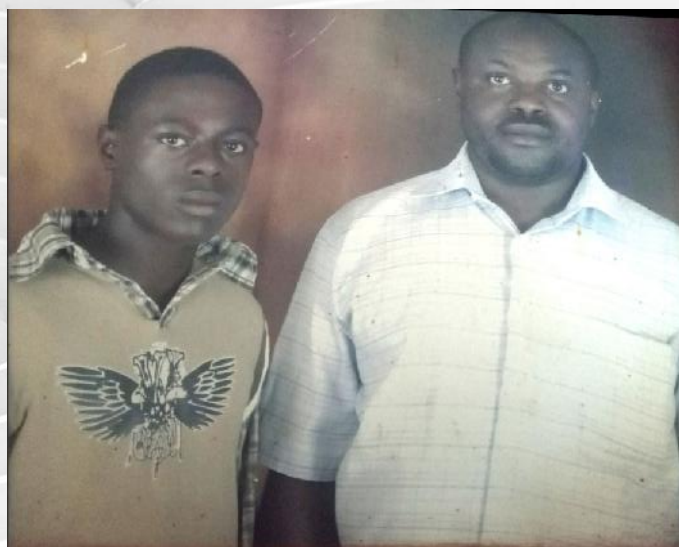


My name is Betihama Jackson. I was born on 3<sup>rd</sup> March 1969 in Ihanga trading centre, Ihanga parish, Bubare Sub County, only 6 miles from Kabale town along Kisoro road, in the current Rubanda district curved from Kabale district. I am happily married to Sanyu Rose and we are blessed with 6 children. I was born from a family of a great man called Yoweri. Our grandfather, Mpondakasi was one of the people that embraced Christianity. He worked with Christian Missionaries and they taught him carpentry. As a result of that training, he managed to roof the first church at Rugarama and later, he worked in the carpentry department of Kigezi Local Industries, which was dealing in tobacco.

My grandfather first stayed around Kabale town but later shifted to our ancestral home in Ihanga. My father, Betihama Stanley was his third born. My grandfather had 6 women and we grew up not knowing our exact grandmother because the whole life was communal and there was no discrimination among children and our grandmothers all treated us very well. My father had three wives and as a result, we were many children, we grew up in a social environment characterized by meeting up in the evenings at a fire place which would be organized at our grandmother's place who was called Keirigirwa Herrinah.

During our childhood, the major activity was to look after cows and I took long in taking care of cows, which took much of my time and delayed me from joining school until nine years old. I started schooling around 1978 in Butobere Church School and from there, I joined Bubare Primary school. While at this same school, on 12<sup>th</sup> of December 1983 my father died when I was in primary six. As a result of his death, raising school fees for primary seven was not easy but God was on my side that I managed to complete my Primary Seven where I scored 12 points. From there, my uncle, the late Canon John Bujune took me to his home in Bugangari Sub County, Rukungiri District where he treated me as his own son.

I remember I reached in Bugangari on 14th of February 1985 after walking from Kabale to Rukungiri for two days. On my trek, I spent the first night in Kisizi in a family which I can no longer remember. They accepted to host a stranger for a night and in the morning they showed me the road that led me to Bugangari. When I reached there, my uncle took me to Bugangari Secondary school where I was not admitted instead asked to repeat Primary Seven and I was taken to Bugangari Primary School instead.



***Betihama posing with his first born Agaba Kenneth Aponda who is the current Guild President of Uganda Christian University and he is in LLB third year.***

While at this Primary School, I faced many challenges among them social integration. I was coming from Kabale and therefore speaking Rukiga while most of the students there were speaking Ruhororo and students would always make fun of me and this made me feel out of place. At the end of the year, I passed very well and I was admitted at Bugangari Secondary School. At In Bugangari S.S, my uncle had cows and coffee; he had worked with the British and had also worked with Kigezi Local Industries. What I vividly remember about him; he would always come and tell us that before he raises our school fees, we would have to first raise coffee, which would be equivalent or more than the fees we needed. So, every holiday he would make sure that our output on coffee production would be much more than fees.

While at Bugangangari Secondary School, I was suspended indefinitely because of the strike. I remember they chased twenty of

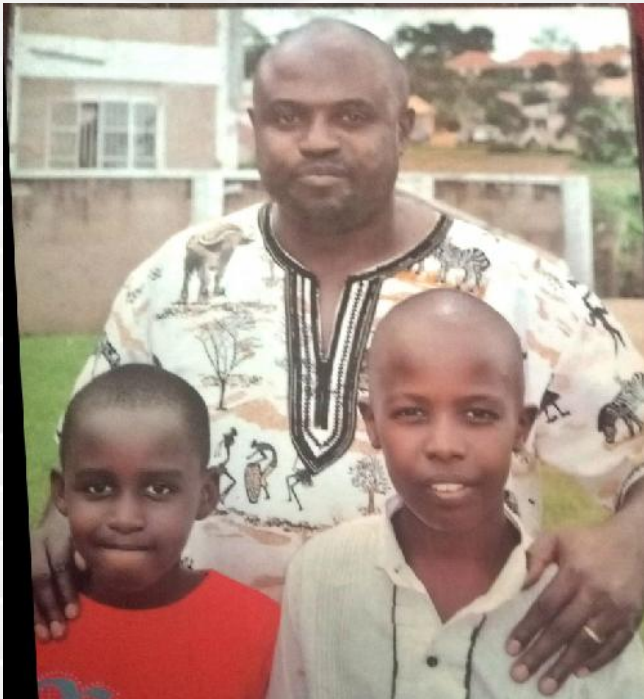
us and among them was Tembo Teragani who is the current Head Teacher of the same school. Other people, among the suspended twenty work here with me at Kyambogo University but I will not disclose them. After chasing me from the school, I had nowhere to go; I resorted to grazing cattle again for three to four months and considering that we were going to third term, my uncle decided to take me to a new school which had just started called Omumburama Secondary School. This affected me very much because the school never had a laboratory. As a matter of fact; I saw a test-tube when we were doing our final exams at Bwambara Secondary School because this new school never had the centre number.



***Jackson Betihama and his wife, Sanyu Rose posing for a photo with their children***

God was with me that even amidst all this; I passed with a second grade and later joined Makobore High School still in Rukungiri District for my A- Level. At Makobore, I was given HEL/D combination. While at Makobore, we never had a Literature teacher and my fellow students collected some money and tasked me to look for one. I knew one at Bishop Comboni High School so I went there to have a chat with him on whether he can come and teach us. Upon reaching there, they told me that the teacher had been transferred to St Charles Rwanga Kambuga. I proceeded to Kambuga, found him and he accepted to teach us.

So I took him to our school and the students were very happy because he knew how



forced to go and register in another school in Kyempene, Rubare in Ntungamo district. With this switch, I didn't perform very well but I got points that took me to National Teacher's College Kabale in 1992 around October. We found a lot of freedom; at the NTC everything was moving on well.

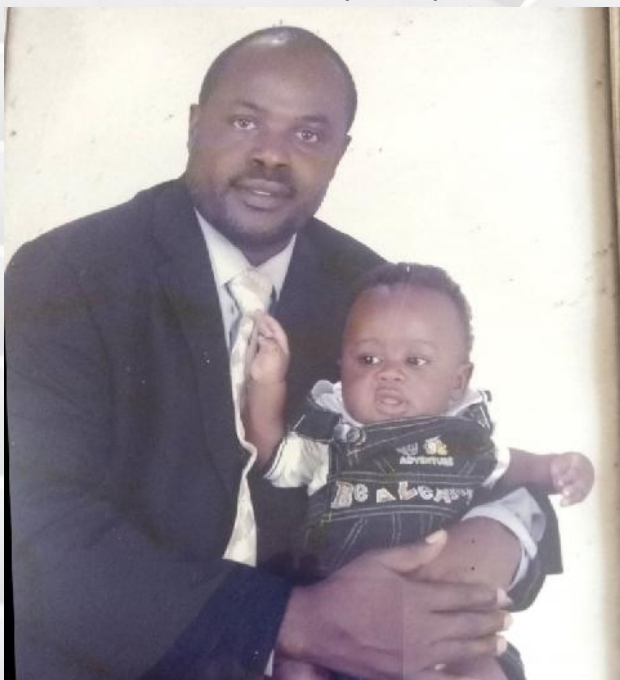
While at the NTC, I was chosen as the Chief whip in charge of overall organisation of the students. During that time, the institution and government delayed to pay our money for support, which was UGX 6000= per term and this led to a serious strike. The fact that I had not passed well at A-Level, I had still registered to do exams at Rubaya Secondary school where I got 14 points and the government cut-off points was at 16 so I still didn't achieve my dream of joining a university. So I went back to NTC and completed my Diploma in Education; majoring in History and Political Education.

to teach Literature. We didn't stop there, we took him to our head teacher who also welcomed him because he actually found that they had studied together at Makerere University and he immediately offered him placement; so I procured this man through my leadership. By then I was the chairperson Scripture Union - heading the fellowship. I completed A- Level at Makobore but got a problem at the end because by then the Head Teacher never wanted us to do four principles so I was

From there I went to Rubirizi High School to do my last teaching practice where I was immediately retained as teacher. My first salary was UGX 50000=. From my salary, I bought my first piece of land in Kabale just a few months after my recruitment. So while at Rubirizi I was given a position of food master and the head master sometimes delegated me as a deputy Head Teacher.

One day he left me in charge of the school and he went to Kampala for a three weeks' workshop. During that time there was a problem in the school where the teachers were demanding arrears and even the food for both students and teachers was very bad and I used to bring all these issues to his attention. So when he left me in the office as the acting Head Teacher, I cleared all the staff arrears even his inclusive and also improved the diet for both students and teachers; the decision he was not happy with upon arrival from the workshop.

The following day when he met the staff, he told them that Betihama had elevated the status of Rubirizi that they could not maintain and from there we developed bad blood and he no longer trusted me. Consequently, he quietly secured my transfer from Rubirizi to Nyakinoni Secondary School in Kanungu District. From there, I went to Rwanda at Butare



**Betihama posing with his daughter Abigail Nduhukire**

University were I was admitted for Federal Law. During that time the UN had given this university money to support all East Africans but a few years later, the administration wanted only natives of Rwanda to benefit from this fund, which later brought chaos and I decided to withdraw from the course and return to Uganda.

After my exams I went back to Nyakinoni Secondary School where I had been transferred and life was very good. I married and by the time I went to Makerere University, I had surely blended in because I was at the centre of all church activities and people loved me so much.

When I came back from Rwanda, I went to see my sister who was teaching in Kabale. While there, I decided to go and use the St Mary's Rushoroza Library with a permission of the Head Teacher and I had also registered again for A-Level at Rubirizi Secondary School where I used to teach so I did exams and passed very well ; I got A,B,B,O and was admitted at Makerere University under government sponsorship.

While at Makerere, I was attached to North Court, which was a militant hall. Because of my activism and lively participation, I blended well and I was quickly promoted to a rank of Colonel. I graduated from Makerere University on the 17th of March 2000 with a Bachelor's degree of Social Science majoring in Sociology. After my program at Makerere, I became the Deputy Head Teacher at Kinkizi High School up to 2005.

I later went back to Makerere University for a Master's degree. Thereafter I was transferred from Kinkizi High School to Entebbe S.S. When I reached at this school, people used to see me as a village teacher little did they know that I actually had both a Bachelors and a Master's degrees.

I was at Katende in the Library when I saw the advert that Kyambogo wanted wardens. This was my turning point; I applied. While at UNEB marking exams, I received a call from Kyambogo inviting me for interviews. On the 27<sup>th</sup> of October 2010, I received a call from Kyambogo inviting me to receive my Appointment Letter. So I came and picked; was requested to resign from my current job; I did and the day after, I was ready to start serving Kyambogo University. When

I reached here, they gave me an office at Pear Hall and I blended in very well.

However, there was a challenge because as a warden, I was supposed to be residing inside the university to be able to execute my duties so I applied for a house and the house allocation committee gave me spring gardens 10 where I reside up to now. In the boys quarters of that house lived a temporarily staff whom I asked to leave but he refused. He used someone in security to find his way to the then Vice Chancellor, Prof Omolo Ndiyege. They told the Vice Chancellor that the house should be given to visiting professors and the VC picked interest. He asked me to vacate the house and he didn't even tell me where I was supposed to go. I had found that house in a very bad shape and I had injected my money into it. I refused to leave the house. I demanded to be refunded my money as well as to be given where to go. The VC took it as insubordination and I was not in his good books but I remained in the house.

Another challenge came when the university procured 800 beds for students. I was fully in charge of that procurement but on delivery, the beds were old and I rejected them. The delivery lorry was packed at the security office and they reported me to VC but I insisted that as an end user, I can't receive the old beds. In this process, the man who delivered the old bed offered me a three million bribe; I still refused it. I later realised it was a trap and God was on my side that I did not take the money because this man had security officers around him.

Eventually we went to elections and members of non-teaching staff chose me as their chair Kyambogo University Senior Administrative Staff Association (KYUSASA). This has been one of my major functions out of my office, I have been engaged in activities of fighting for staff welfare, promotions etc. and of course this put me at longheads with the management and eventually we held a joint staff assembly where we had some issues and we asked Prof Ndiyege to step aside as investigations were done against him and that was in 2011 – 2012. In that chaos, the university closed twice. From there, KYUSASA started achieving results as promotions started to happen, staff

welfare was improved and also the VC was investigated and later went to court for settlement.

I have led KYUSASA for the last ten years and during my time of leadership we have attained promotions of staff, solidarity among the staff members and we transformed KYUSASA into a formidable team with a constitution etc. until recently in October 2020 when I was elected as a representative of KYUSASA to the University Council.

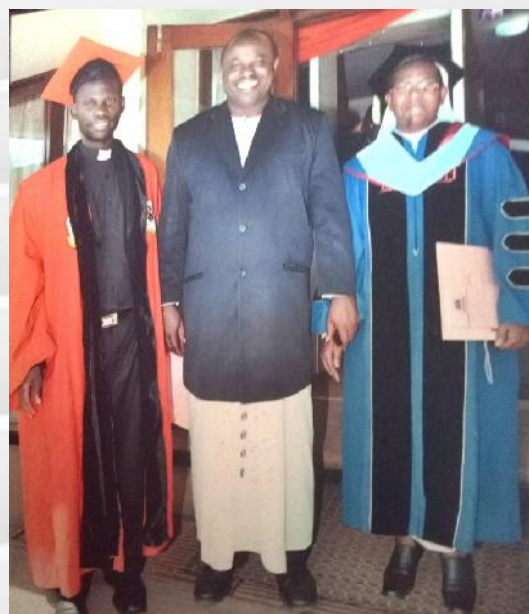
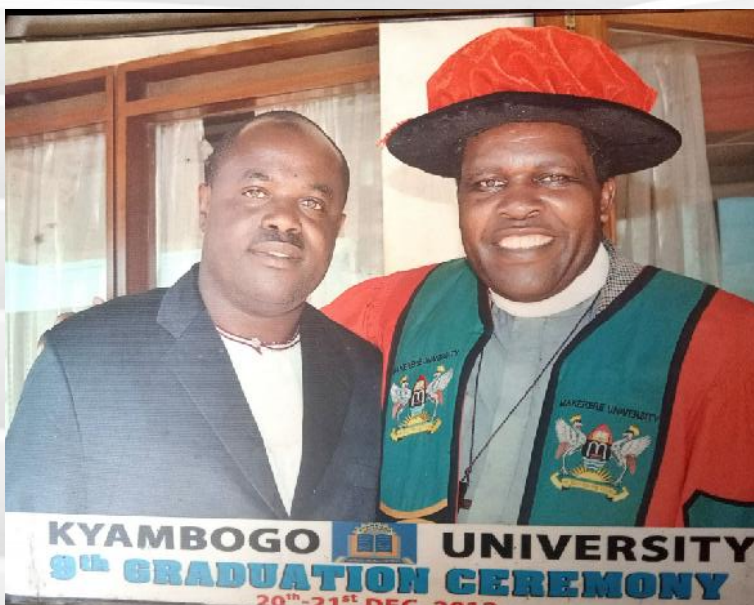
The challenges I saw in KYUSASA; members are reluctant to subscribe and yet this is a vehicle for their welfare. So I call upon all the administrative staff to remit their monthly submissions to the office of the General Secretary so that the Association can run very well. There should be a clear policy so that when somebody retires from Kyambogo University, the retirement benefits are paid on that same day they leave the campus. Another issue that we surely need to address is the burial policy such that our dead are buried with dignity for example when someone dies there should be a vehicle to take the dead person up to their home not selectively against lower cadre people. This should be uniform from the cleaner up to the top.

I was also given a responsibility to be the spokesperson of the Staff General Assembly here at KYU. We also formed a platform which we call Public Universities Non-Teaching Staff Executive Forum

(PUNTSEF) and I was also elected its chair in 2015. Within this PUNTSEF umbrella, we have negotiated with the government to enhance salaries of the non-teaching staff for example when I joined Kyambogo University as a Warden, we were at M6 scale earning 1.1M but now in the same scale we earn 5.1M that has been through our efforts as a team and by dealing with His Excellency, the President of the Republic Uganda who welcomes us all the time we go to meet him in State House. We also thank the First Lady and Minister for Education and Sports for the advice and support she always gives us.

As I talk now, we are meeting as PUNTSEF and the issue we are discussing is that the elections are over and we had been promised by the Minister of Education and the President that we shall receive our salary enhancement this academic year so we need to also write and give him an ultimatum hoping that this will be a success because I believe that as the Professor hits 15M we want the corresponding salary scale also to match with that of the academic staff.

Otherwise I'm grateful to the Kyambogo community because it has helped me in many struggles where I get personal problems they are there to help and support me. I also want to thank my family especially my dear wife Sanyu Rose who is a teacher at Kyambogo College.



**Betihama with the Rev. Dr. Medard Birungibya Yesu (L), while (R) he poses with Rev. Dr. Grace Rubaale and Sister Dr. Mary Goretti Kaahwa during Kyambogo University graduation ceremony**

# Kyambogo Reviews Guidelines and Procedures For Election Of Academic Leaders

On 12<sup>th</sup> January 2021, at its 87<sup>th</sup> sitting, the University Council reviewed Guidelines and Procedures for Election of Academic Leaders of the University.

Section 40 of the Universities and Other Tertiary Institutions Act, 2001 (as amended), provides for the University Council to be responsible for the overall administration of the university and ensuring the due implementation of the objects and functions of the university. The Act further guides that the University Council formulates policies and also give general guidelines to the administration of academic staff of the University on matters relating to the operations of the university.

These procedures which have been guiding the entire election process were approved at its 56<sup>th</sup> Meeting held on 15/12/2014 by the University Council and have been guiding since January 2015 to date.

Section 45 of the Universities and Other Tertiary Institutions Act, 2001 (as amended), provides for the mandate of Senate that includes among others to be responsible for the organization, control

and direction of the academic matters of the university and consider and report to the University Council on any matter relating to, or in connection with the academic work of the University.

Kyambogo University Electoral Commission, while presenting its report to the 15<sup>th</sup> Session of the 61<sup>st</sup> Senate Meeting on September 11<sup>th</sup> 2019, on the election of Faculty/School Deans and Head of Departments, highlighted challenges that necessitated the need to review the procedures and guidelines.

It is upon that background that the 4<sup>th</sup> Session of the 64<sup>th</sup> Senate Meeting held on Thursday November 05<sup>th</sup> 2020, received and considered the reviewed Procedure for election of Deans and Heads of Departments and recommended them to Kyambogo University Council for consideration and approval.

The following are some of the amendments in the reviewed Procedure for election of Deans and Heads of Department:

Existing Procedure for election of Deans and Heads of Department	Reviewed Procedure for election of Deans and Heads of Department
1 Did not exist	1(i) For one to be elected Dean, he/she shall have served as a Head of Department for at least a minimum of two (2) years or be at the level of Associate Professor or Professor.  1 (ii) An Academic Member of staff holding a substantive position shall first resign from that position before vying for another new position.  1(iii) An Academic member of staff vying for an academic leadership of either Dean or Head of Department shall demonstrate academic leadership and utmost integrity in execution of his/her day to day responsibility such as submitting examination results on time.



<p>1(c) <b>Dean Graduate School</b> shall be elected by the entire teaching staff from all Faculties/School.</p>	<p>1 (vi) The <b>Director Graduate School</b> shall be by appointment by Appointments Board.</p>
<p>Did not exist.</p>	<p>1(viii) The names of all elected Candidates and those elected unopposed shall be forwarded to the University Management to undertake <b>background check</b> and provide clearance for the candidate on the following:                  Integrity (Conduct).                  Interpersonal Relationships.                  Commitment to Duty.                  Eligibility</p>
<p>(2) Electoral Commission for each of the positions of Dean and Head of Departments that falls vacant.                  Each Member of the Electoral Commission is paid a honorarium after the election report on the Deans and Heads of Department has been presented to the Appointments Board, <b>which makes the process expensive.</b></p>	<p>Electoral Commission was abolished in order to expedite the process filling vacant positions.</p>
<p>There shall be an Electoral Commission to oversee the election process. The following is composition of the Electoral Commission:  <b>Members</b>                  Chairperson- DVC(AA )                  Electoral Officers- One Senior Retired Academic Staff from each Faculty/School                  Secretary                  Officers                  Returning Officer-Academic Registrar                  Assistant Returning Officer                  Presiding Officer                  Polling Assistants                  Election Constables                  Senior Legal Officer.</p>	<p>The Returning officer for the elections shall be the Academic Registrar.                  The reviewed Procedure for election of Deans and Heads of Departments is easy and fast while involving all members of staff at the department and Faculty/School.</p>
<p>6(iii) Voting by proxy shall not be accepted</p>	<p>6(iii) Voting by proxy shall be accepted/allowed.</p>
<p>8 (iii) <b>Declaration of Results/ Report of Election:</b> The Vice Chancellor shall be informed in writing by the <b>Chairperson Electoral Commission</b> and appropriate recommendation shall be submitted to Appointments Board for appointment</p>	<p>8 (iii) <b>Declaration of Results/Report of Election:</b> The Vice Chancellor shall be informed in writing by the <b>Returning Officer</b> and appropriate recommendation shall be submitted to Appointments Board for appointment.</p>

## Council Approves New Study Programs

On 7<sup>th</sup> January 2021, at the 87<sup>th</sup> sitting of the University Council, six new Programs were approved for study and two programs were reviewed.

The programs approved include; Doctor of Philosophy in Special Needs Education, Master of Arts in Development Studies, Master of Social Works, Master of Disability Studies and Inclusive Development, Bachelor of Fashion and Cosmetology, and Bachelor of Cultural Heritage.

The programs which were reviewed include; Master of Arts in History, and Bachelor of Arts in Development Studies.

Section 45 (1) of the Universities and Other Tertiary Institutions Act, 2001 as amended, provides for the mandate of Senate that includes among others to be responsible for the organization, control and direction of the academic matters of the University.

Section 45 (2) (b) and (c) provides that Senate should direct and regulate the

instruction of programme and the structure of any degree, diploma or certificate course of the University.

In executing the above, Senate is required under Section 45 (2) (a) to initiate the eligibility and qualification of persons to be admitted to the programme leading to the award of degree, diploma and certificate and also initiate academic policy of the University and advise the University Council on the required facilities to implement the policy.

In view of the above legal provisions, Senate held meetings that received, considered and recommended to Kyambogo University Council various Undergraduate and Postgraduate Programmes for consideration.

According to Dr. Anne Begumisa, the Academic Registrar, the office is in the Process of submitting the new programs to National Council for Higher Education (NCHE) for accreditation.

PROGRAMME	RATIONAL/JUSTIFICATION	GENERAL OBJECTIVE OF THE PROGRAMME.	TUITION FESS PER YEAR (UGX. SHS) FOR E.A
Doctor of Philosophy in Special Needs Education	Uganda currently faces serious lack of trained manpower in the areas of special needs education and disabilities who would train other teachers and professionals in the country.	The PhD. programme is meant to prepare high level graduates who will generate knowledge in disability and special needs education as well as mentor special needs education teachers and other professionals.	6,400,000/=
Bachelor of Fashion and Cosmetology	The training of professionals in fashion and cosmetology is in line with the University and national policy that promotes development and application of skills needed to expand job market, creativity, health and socio-economic transformation.	The programme is intended to produce knowledgeable, enterprising and skilled manpower, able to meet the current customer needs in fashion and cosmetology.	2,000,000/=
Master of Arts in Development Studies	In the last three decades, Uganda has undergone rapid socio-economic and political development that calls for interdisciplinary and multidisciplinary training in critical issues concerned with development.	The programme is to enable students analyze various development relationships: between poverty, natural resources, population, agriculture, Science and technology, Gender, politics, economics, democracy, governance, ethics, human rights, and health in the development process.	5,000,000/=

Reviewed Master of Arts in History	The reviewed Master of Arts in history programme is in response to the need to tailor the programme to the National Council of Higher Education curriculum guidelines. The courses have been recast to reflect the new demands to gender African history and cope with the rapid changes in society.	The programme is intended to enable produce graduates with knowledge and skills in the subject of history who can cope with the rapid changes in society.	2800000/=
Master of Social Works	The global social and clinical development agenda requires theory and specialized practical skills that can be crafted and deployed to address the current and remerging global challenges.	The programme is envisioned to develop human resources for national development through the provision of specialized social work knowledge, values and practical skills for interventions in the social development and in clinical social work fields.	5,000,000/=
Reviewed Bachelor of Arts Development Studies	In the last one and half decades, Uganda has undergone rapid socio-economic and political development that calls for training in critical issues concerned with development, democracy, peace, human rights, environment, public policy, gender and women studies.	The programme is planned to produce development workers who will be able to identify socio-economic challenges in a holistic way and devise practical strategies that will effect development and enable them to work as highly educated, responsible citizens with capacity for self-employment, entrepreneurial and community leadership skills.	1,900,000/=
Bachelor of Cultural Heritage	There is a great need for the development of knowledge and skills, research, and advancement in cultural heritage safeguarding and promotion.	The programme is to produce graduates with a firm theoretical understanding of the nature of tangible and intangible cultural heritage resources, as well as a practical understanding of their relevance to contemporary development challenges.	1,700,000/=
Master of Disability Studies and Inclusive Development	Uganda has endorsed the global declaration on sustainable development and disability inclusion which aims to build a safer, inclusive, more prosperous and equitable world.	The programme will provide the students with a broader and a holistic understanding of disability as a multi-dimensional category of human diversity, that intersects with, shapes, and is shaped by other identities, and which must form an integral part of the development processes and all aspects of society.	5,000,000/=

# What Drives Your Performance?

## A Few Issues To Ponder

*By Richard Keuber Manano,  
Director Human Resources - Kyambogo University*



**Human  
Resource  
Corner**

We concluded last calendar year 2020, which is the first half of the performance period for FY 2020/21, with a call to do all it takes to harness our energies to deliver Kyambogo University to greater heights. The article outlined critical issues requiring the attention of supervisors and managers as we entered the second half of the performance period from January to June 2021. The critical issues emphasized were the need for supervisors and managers to be employee-driven, business-centred, data-driven and digital enablers in order to drive the performance of their departments, sections and units. As we end January 2021, the first month of the third quarter, there are a number of questions to ponder in order to determine if we are on the right track. In this article, I will delve into some of the issues.

First and foremost, we acknowledge that as employees, we are placed in positions of responsibility regardless of the level. The question to address is what we are doing in our respective position or level of responsibility to boost the performance of the University. If you are a head of a department, section or unit, do you have the commitment to change and improve the performance of the department or section or unit? Does the head inspire the workforce by offering the needed leadership and communicating effectively what needs to be done? A couple of times, supervisors and managers are laid back and do not provide effective supervision. Work done by subordinates is not quality

assured for compliance to the standards. As opposed to this laissez-faire attitude, supervisors and managers ought to inspire their teams towards the business goals or outcomes.

The business outcomes, more precisely the outputs, are usually set during the annual planning and budgeting. Two key plans, namely, the departmental work plan and the individual performance plan are mandatory at this stage. The latter ought to be aligned to the former. This is because, it is the outputs of the individual employee that feeds into the outputs of the unit, section and department, and subsequently, the University. The outputs of the department or section or unit is the aggregate of the outputs of the individual employees in that department or section or unit. These work plans or action plans as others would like to call it are expected to be linked to the vision, mission and strategies of the organization.

The implementation of the work plan involves collection and provision of the right data at the right time, that is, real-time data. From the real-time data, we derive the facts. Without collection and compilation of data in a coherent form, it becomes difficult to derive the information and facts from which decisions can be made. This affects management. It is the reason why employees must be effectively supervised.

In view of the above, the question to pose is, are we data-driven? Do we attend to

the details required? Furthermore, are we self-driven and creative in undertaking our responsibilities? At this juncture, it is worth noting that a schedule of duty could be considered to be adequate for an employee to create his or her outputs and targets, and plan to achieve them. However, does the employee take the initiative to undertake this vital process without being pushed to do so? Is the head of department, section or unit and his or team clear about the timelines? The essence of participatory performance management is that the individual employee will take the initiative to derive his or her targets for a given performance period. The tasks to achieve the outputs and targets must be challenging. These are then considered by the supervisor who is expected to fine tune them. Once this is done, they are agreed upon and endorsed for implementation. This enhances the bottom-up approach to planning and management. Remember that the plans or objectives must be SMART (specific, measurable, achievable or acceptable, realistic and time-bound).

During the implementation process, both the employee and the supervisor,

and by extension all the members in the department or section or unit, are expected to move together and be on the same page. For this to happen, there must be leadership that inspires the employees towards a common purpose. Along this line, employees are also expected to be creative throughout. This is what defines visionary, productive, innovative, inventive and resourceful employees. Both employee and the supervisor must continuously identify, acquire, share and use the knowledge related to the job. This will set the stage to build the competence that is required to perform effectively and efficiently. Remember that we can have the PhD or Masters and Bachelor's degree in our respective fields. Indeed they are specified as academic qualifications which are required to be recruited in the positions we hold. However, we need technical and behavioural competencies to achieve our objectives, outputs and targets.

Lastly, if we have to achieve our plans, we have to be cognizant of the time management as primary. For example, any delay in getting or collecting data or reaction to a request causes delay in decisions. The slower the information is processed, the slower the decision. This slows down production of the outputs and realization of the outcomes. Managers should improve on time in order to improve productivity. That is why we cannot talk about management without efficiency, effectiveness and economy. This is a topic for another day.



**It is the outputs of the individual employee that feeds into the outputs of the unit, section and department, and subsequently, the University**

# The Long-Lasting Footmarks Of Our Own

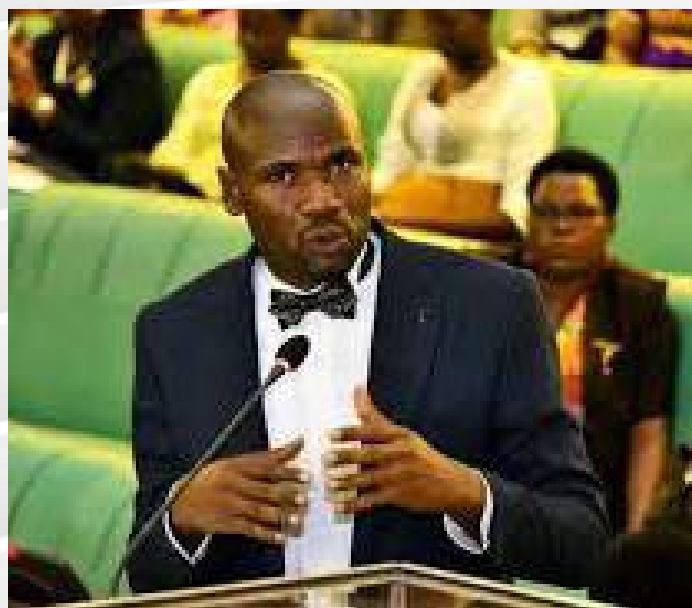
Hon. Mbwatekamwa Gaffa



By Tibakuno George

You cannot talk about Uganda's politics, especially in the last five years and fail to talk about Honourable Mbwatekamwa Gaffa. He is one of the NRM MPs who are always referred to as "rebel MPs" for always having a parallel stand point from the party's. There is more, he was previously an MP of Kasambya County in Mubende district (2016 -2021). Due to a number of reasons, as you will discover much later in this interview, he decided to contest for the Igara West MP seat in Bushenyi in the recently concluded polls and won! That is how popular our own is. He is the proprietor of Tropical FM 88.4 radio in Mubende and Answered prayers schools (Nursing schools and Primary schools) he has previously worked on radio, TV and has taught in different schools, worked as community youth coordinator at Mubende referral hospital and has worked in other places as well. While with us, he pursued his Bachelors studies in Guidance and counselling. You just like me must be thinking why one would be called Mbwatekamwa Gaffa. I asked him the

story behind his peculiar name and indeed he told me an intriguing one. Ladies and gentlemen enjoy the interview.



**MP Mbwatekamwa Gaffa on the floor of parliament (Source: Parliament)**

### **Honourable, what are some of the interesting moments you had at Kyambogo University?**

I was a sports man while at Kyambogo and I played volleyball. I used to derive my biggest pleasure from sports.

### **Did you take up any leadership roles while at Kyambogo University?**

While at Kyambogo, I did not take up any leadership roles reason being I was on evening. There was no way I would make it because I was working and studying at the same time. I realised that I could not make it.

### **Why did you quit teaching for politics?**

First and foremost, by the time I decided to quit teaching, I was coming back for my Bachelors in Guidance and Counseling at Kyambogo University that is when I quit teaching at St. Mary's Vocational School, Kyamuhunga. Before I joined Kyambogo, I was an LC 3 Councilor of Kyamuhunga Sub county. I was a political animal. It is only at Kyambogo University that I never participated in leadership. In high school, I was a leader, at Nkozi while pursuing my Diploma I was a leader and also a minister of finance

### **Why did you quit being an MP of Kasambya Constituency in Mubende for Igara west in Bushenyi?**

I will give you two reasons. One, I wanted to test my potential. Secondly, I was born in Kyamuhunga Bushenyi but in Kasambya, I had gone to work with Mubende Referral Hospital where I was the community Youth Coordinator. I took an advantage that I was working in Mubende. I even have a radio station there so I found it easy to contest since I had served my people diligently. I needed to go back home to rescue my people mainly from Raphael Magezi who is my uncle. You know he is the proponent of the age limit bill and to me it is contrary so I just wanted to show him that whatever he presented were not the views of the people of Igara West it was his own initiative and selfish interest. So basically I wanted to rescue my people. If you are in Kampala and mention Igara West the only thing they know is the Age Limit. I wanted to show them that there

are people like the Mbwas who are against it.



**Honourable Mbwatekamwa** (Source: NTV, Uganda)

### **What should students do to be as successful as you are?**

For someone to be successful in life, students should know that life is your own choice but becomes the choice of others when you die. I do not believe in people who keep lamenting how they were born in poor families and how they did not go to school. Yes, it is true that someone may have been born in a poor family where they do not have a leader like me. It is you as an individual to break those chains and prove to people that you can make it. So people should know that you can be at any level so long as you are determined irrespective of the so called "curse" from your family.

### **What would you say are your achievements especially in the political arena?**

I have achieved a lot in politics. Basically I have achieved being myself. I am very objective and assertive much as many people misinterpret it and christen my assertiveness as arrogance. I will openly tell you that I will do this or I won't do this and that. That is the greatest achievement I have derived from being a politician. It is not material but it is my achievement. I can travel throughout Uganda and get identified with ease because of the objective decisions that I always take while in parliament. That is the biggest achievement. I am not done yet. One time I would like to contest as a president.

## You have a peculiar name, Mbwatekamwa Gaffa, what is the story behind it?

I got my name when I was in senior four. We staged a strike while at school because our headmaster wanted to fall in love with one of our fellow students so we staged a strike of which I was a ringleader. Fortunately, I was never arrested but my 23 colleagues were arrested. I was studying from St. Michael High School in present day Rubirizi district but it was greater Bushenyi then. I hired a bicycle and rode from St. Michael High School to Bushenyi (For our readers this is a distance of about 50 kilometres) because my colleagues were arrested and transferred to Bushenyi since the central police station was in Bushenyi at that time. When I reached there after a very long tiresome journey, they wanted me to pay a bribe so my friends could be set free. In Runyakole if one wants a bribe, he will tell you *ninyenda amate g'abaana* (Loosely meaning I want milk for my children) I instead replied, *reeru kumuraabe mutuura nimukama ente, erizooba nimuza kukama ebwa ahabw'okuba embwa tekamwa* (Loosely meaning since you always milk cows, this time you will milk a dog because dogs are never milked) of course I said all that because I was connected to General Salim Saleh. We called him and he ordered for the release of my schoolmates. So I emphasised to the police officer in charge that I am like a dog and you can hardly milk me. My colleagues were released. Having heard how I responded to the police officers, students christened me Mbwatekamwa as their hero. That is how I got the name and later legally took up the name. I was previously known as Louis Gaffa.

## Based on the experience you had at Kyambogo University, do you think it shaped the person you are today?

Indeed, it did. First and foremost, basing on the course I pursued while at Kyambogo. The shaping element is there in that throughout Kyambogo I studied psychology. This has helped and shaped me greatly that now I can deal with people.



**MP Mbwatekamwa Gaffa (Source: The Independent Magazine)**

It has taught me how to create friends and live with them. It shaped me on how to handle conflicts so it has done a lot in my life. I do not think that I would have reached far with my life without psychology.

## In your own opinion, has Kyambogo University progressed?

Yeah, recently I was there. I saw the progress is there. However, there is a department in which I saw a loophole. People are struggling in case they want to get their institutions affiliated to Kyambogo University. That office is as if it is defunct. I do not think the office of affiliation is playing its role. Many people are complaining. I am also a complainant. I applied to have my institution affiliated to Kyambogo three years back but they have not got back to me. Otherwise academically, Kyambogo is doing quite well. The riots are also less compared to other public universities.

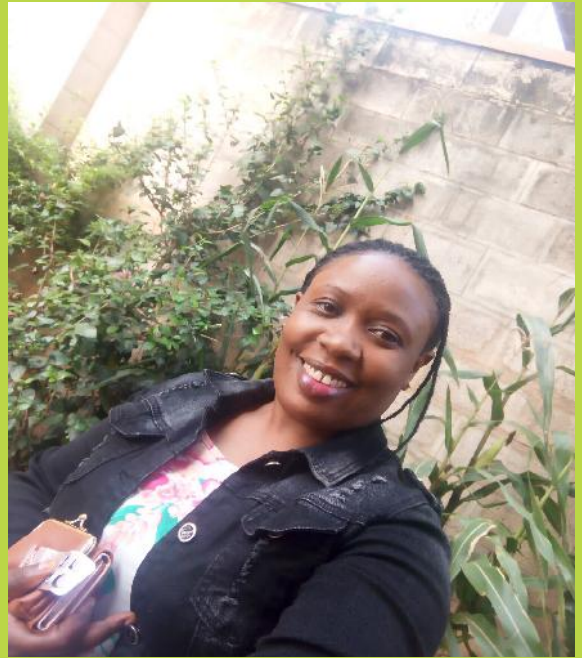
## What would be your last words to Kyambogo University community?

My last words are, how I wish I would be invited and speak to your students. I think I can share a lot with them.



# There Is Always Good In This World; That Is Worth Fighting For

By Jennifer Sibbo



Life is full of twists and turns, it's easy to become despondent. Obstacles and adversities show up unexpectedly and find ourselves out of our comfort zone.

People say life is unfair? I presume they're referring to life being unfavorable when things don't go as planned.

Surely, we're intelligent enough to know we don't always get what we want. We must accept life will be full of: obstacles, road blocks, negative emotions and circumstances that will derail our best laid plans. Knowing this should remove the burden, life is not pure sailing, but an adventure full of valleys and victories.

If you fear, "what could go wrong next," you place an unnecessary burden on your shoulders while dreading the worst.

I want to talk about something called **Hope**. As more and more people suffer the pain of the desertification of the planet, the lack of food and clean water, the lack of school fees and other necessities, the suffering and desperation, the pain of grief

and lamentation worsens. Who could ever believe that this pain could be a blessing? And yet it is. When pain sears the core of the heart, when lamentation fills the Earth and outrage cries out from the deep soul of humanity, this can be the fertile ground from which powerful visions emerge. Pain, lamentation and tears can be a blessing, for these reveal the end of being blind and deaf, the end of denial — and this is reason to hope!

Hope is holding on to promised expectation. Hope is harnessing opportunity to produce expectation. Hope is happiness over promised expectation. Hope is having a feeling of optimism. Hope is nurturing a dream that is yet to be fulfilled. Hope is consistent confidence that a goal will be achieved at a specific time.

*Hope is an essential part our lives and our essence that is critical to our basic function. We can always use a little more HOPE—for our spiritual health and our physical health.*

It is the *lack of hope* that causes the trauma, abuse, neglect, fear and depression we see



***Hope is an essential part our lives and our essence that is critical to our basic function. We can always use a little more HOPE—for our spiritual health and our physical health.***

in our world today. This simple four-letter word of 'hope' can reverse and prevent catastrophic events in our lives and in those around us.

### What gives you hope in life?

Connections with proper, positive people, is a higher power of **life**. Regeneration in all forms as stimulated by breathing, sleep, meditation, prayer, spirit, and taking a quiet moment. Witnessing or experiencing acts of love, goodness, and kindness.

As Christians, we put our hope in an all-knowing, ever-loving, abundant and caring God. Creator of the Universe who knows and loves you before you were even born.

"Jesus stood up and cried out, 'If anyone thirsts, let him come to me and drink. Whoever believes in me, as the Scripture has said, "Out of his heart will flow rivers of living water' **John 7:37-39**

When life gets you down, or you're disappointed in yourself, or you can't see a way out, put your hope in Christ Jesus, who has **already won** the ultimate battle. You can be sure He will not fail you. It is *impossible* for him to do so. God has your victory already in hand. Trust that He will see it through. Keep the faith. Place your hope in God's mighty and capable hands.

Let your **hopes**, not your hurts, shape your future. Remember, **Hope** is a good thing, maybe the best of things, and no good thing ever dies. **Hope** is the companion of power, and mother of success; for who so

**hopes** strongly has within him the gift of miracles.

**Hope lives on to give us a bright and beautiful future! "Hope never runs dry"**



## KYAMBOGO UNIVERSITY

### **Motto**

"Knowledge and Skills for Service"

### **Vision**

"To be a Center of Academic and Professional Excellence."

### **Mission**

"To advance and promote knowledge and development of skills in science, technology and education and such other fields having regard to quality, equity, progress and transformation of society."

## CONTACT US

Public Relations Office  
Kyambogo University  
P.O BOX 1, Kyambogo  
Telephone: 0414230437  
Email: [prokyu@kyu.ac.ug](mailto:prokyu@kyu.ac.ug)  
Website: [www.kyu.ac.ug](http://www.kyu.ac.ug)  
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