

**Remarks by Urban Andersson, Ambassador of Sweden in Uganda,
at the Ceremony for Hand-over of URAFR Report to the Vice
Chancellor, Makerere University, 10 November 2011**

Chairpersons,
Vice Chancellor,
Members of the Academic Staff,
Ladies and gentlemen,

Thank you very much for the invitation on this occasion of the hand-over ceremony of the University Research, Administrative and Financial Reforms report to you, Vice Chancellor of Makerere University. I am fairly new as an Ambassador here in Uganda. But even though I have only been in the country for a month this is already the third time I visit Makerere University and its beautiful campus. I believe that says something about Makerere as a university and the importance the Swedish Government attaches to our cooperation.

To us as partners of Makerere University, today's important occasion signals progress and commitment to the reform process at the University.

One of the objectives of the Research Cooperation between Sweden and Makerere University is that Makerere develops sustainable administrative and program management processes to ensure that the administration and performance of externally funded programs can be handled according to agreements. In this context, Sweden has facilitated a capacity study and advisory support (by KPMG) to develop the administration of Makerere University including handling of external research grants. Sweden has together with the European and Developing Countries Clinical Trials Partnership (EDCTP), provided funds for advisory support to the reform from 2009 to date, based on the recommendations from the Monitoring Team during 2006/2007 in reports and Evaluation. I understand that the university also committed internally generated funds for the reform, which is very commendable.

From the Swedish side, as a long-standing partner, we are very happy to note that:

- Much good work on the reform process has been carried out during the last two years and the proof for that is the engagement of top management at all levels.
- I am aware that much effort was exerted regarding forming of Colleges and this appears to be successful.
- Even if the handover of the reform process from the University Research, Administrative and Financial Reforms (URAFRC) to the Change Management Committee has taken some time, the work will - I hope - continue with the same commitment as before.
- We hope that the reform at Makerere University can function as a role model for other universities, that the 'Makerere way' can be a role model for reforming other universities in Africa.
- The development of the Organizational Handbook and the Research Manual, demonstrate the University's commitment and provide good insights in the Governance of the University.
- We look forward to be informed about the work plans of the implementation phase and the Continuous change management phase, in order to see the sustainability of the reform process.
- It is now important that the university will be able to demonstrate how the financial management processes support the research management processes and the use of ICT support and especially the financial systems. For that purpose, we hope that the University can carry out the review regarding this issue. I understand that the KPMG consultants have already made this request.

In conclusion let me reiterate that this occasion is important as it marks a significant step forward, moving the reform process from implementation to a continuous change management. We hope that this will transform Makerere University into a role model, whose advances in administrative and financial capacity and performance in many areas including the handling of externally financed research programmes, can be emulated by other universities across Africa. We know you have the capacity to

continue addressing the challenges that come with reforms, and remain committed to working with you to achieve the reform objectives.

And with these words Vice Chancellor I wish you good luck.

Thank you.