

Annual Report 2015-2016



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ACRONYMS AND ABBREVIATIONS

CASS: College of Arts and Social Sciences

CAVM: College of Agriculture, Animal Sciences and Veterinary Medicine

CBE: College of Business and Economics

CE: College of Education

CMHS: College of Medicine and Health Sciences

CST: College of Science and Technology

EDPRS: Economic Development and Poverty Reduction Strategy

GPI: Gender Parity Index

HEC: Higher Education Council

STEM: Science, Technology, Engineering and Mathematics

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MESSAGE FROM THE VICE CHANCELLOR

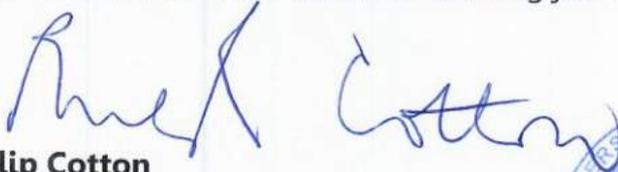
As I come to the end of my first year as the Vice Chancellor of the University of Rwanda, I am pleased to report that 2015-2016 was another successful year for the University. We have made substantial progress in developing competitive market-oriented and flexible academic programs.

We ended the year celebrating the success of many individuals at our graduation ceremony and we are grateful for the many contributions that the graduating class made to our University community during their time with us.

The following report gives an overview of UR's initiatives and achievements for the fiscal year 2015-2016. It is my hope that the initiatives and achievements enhance public and policymaker understanding of the contribution of the University of Rwanda to the nation's development.

I would like to emphasize that our achievements would not have been possible without the combined efforts of our community of students, researchers, professional staff, alumni, collaborators and supporters with whom we are creating a culture of achievement at the University of Rwanda.

The University of Rwanda's challenge over future years is to continue to innovate, and make a meaningful difference to our students' learning journeys. I believe we are on the right course.



Prof Philip Cotton

Vice Chancellor, University of Rwanda.



THE GOVERNANCE OF THE UNIVERSITY OF RWANDA

The University of Rwanda is a public institution comprising six Colleges with 24 schools, located in 14 campuses throughout the country. It is governed by the Board of Directors and the Vice Chancellor is the Head of the University and Chief Executive Officer assisted by the Deputy Vice Chancellor-Academic Affairs and Research, the Deputy Vice-Chancellor-Administration and Finance and the Office of the Deputy Vice Chancellor Institutional Advancement. The University of Rwanda is managed through the Senior Management Council (SMC) and Academic Senate which also report to the University Board. A Principal heads each College, while Campus Directors, Campus Managers or Campus Coordinators head respective Campuses, depending on their size. Below is a list of Board members during the Financial Year 2015/2016.

Table 1: List of Board members during Financial Year 2015/2016.

Names	Role/Membership
Prof. Paul DAVENPORT	Chairperson
Dr. Diane KARUSISI	Vice-Chairperson
Prof. Philip COTTON	Member & Rapporteur
Prof. Nelson IJUMBA	Member (ex officio)
Mr. Pudence RUBINGISA	Member (ex officio)
Assoc. Prof. George K. NJOROGE	Member (Principal Rep)
Dr. Christian SEKOMO BIRAME	Member (Senate Rep)
Ms. Olive MUKABALISA	Member
Prof. Geoffrey RUGEGE	Member
Dr. Ignace GATARE	Member
Dr. Clet NIYIKIZA	Member
Dr. John NKURIKIYE	Member
Dr. Mark Cyubahiro BAGABE	Member
Prof. Sir David KING	Member
Ms. Deirdra SHEARS	Member
Ms. Christine UWIMANA	Member
Mr. Hannington NAMARA	Member
Mr. Alex KAGAME	Member (Student Rep)
Ms. Lilian MUGABEKAZI	Member (Student Rep)

INTRODUCTION

This report highlights the University of Rwanda's achievements during the fiscal year 2015-2016. The achievements cover academic programs, partnerships, student support services, community outreach activities, research, learning and teaching, challenges and recommendations.

1. ACHIEVEMENTS IN ACADEMIC PROGRAMMES

1.1 College of Arts and Social Sciences



Minister of Education, Dr. Papias Malimba Musafiri speaking to students at the closing ceremony of induction week.

A series of activities in UR are organized to welcome and orient 1st year students. Various talks are given at different intervals to new students in order to help them understand their new academic environment, raise their awareness about risky behaviors which may hinder their academic performance, relevancy of courses offered and their competency on the labour market.

1.2 College of Agriculture, Animal Sciences and Veterinary Medicine

In CAVM different farm activities were carried out



Students in internship on CAVM farm



Crops under experiment

School of Animal Sciences & Veterinary Medicine-University of Rwanda, visited the Rwanda National Police (RNP) canine brigade as part of their field training to observe the lifestyle and training of the police dogs and experience surgical and medical case.



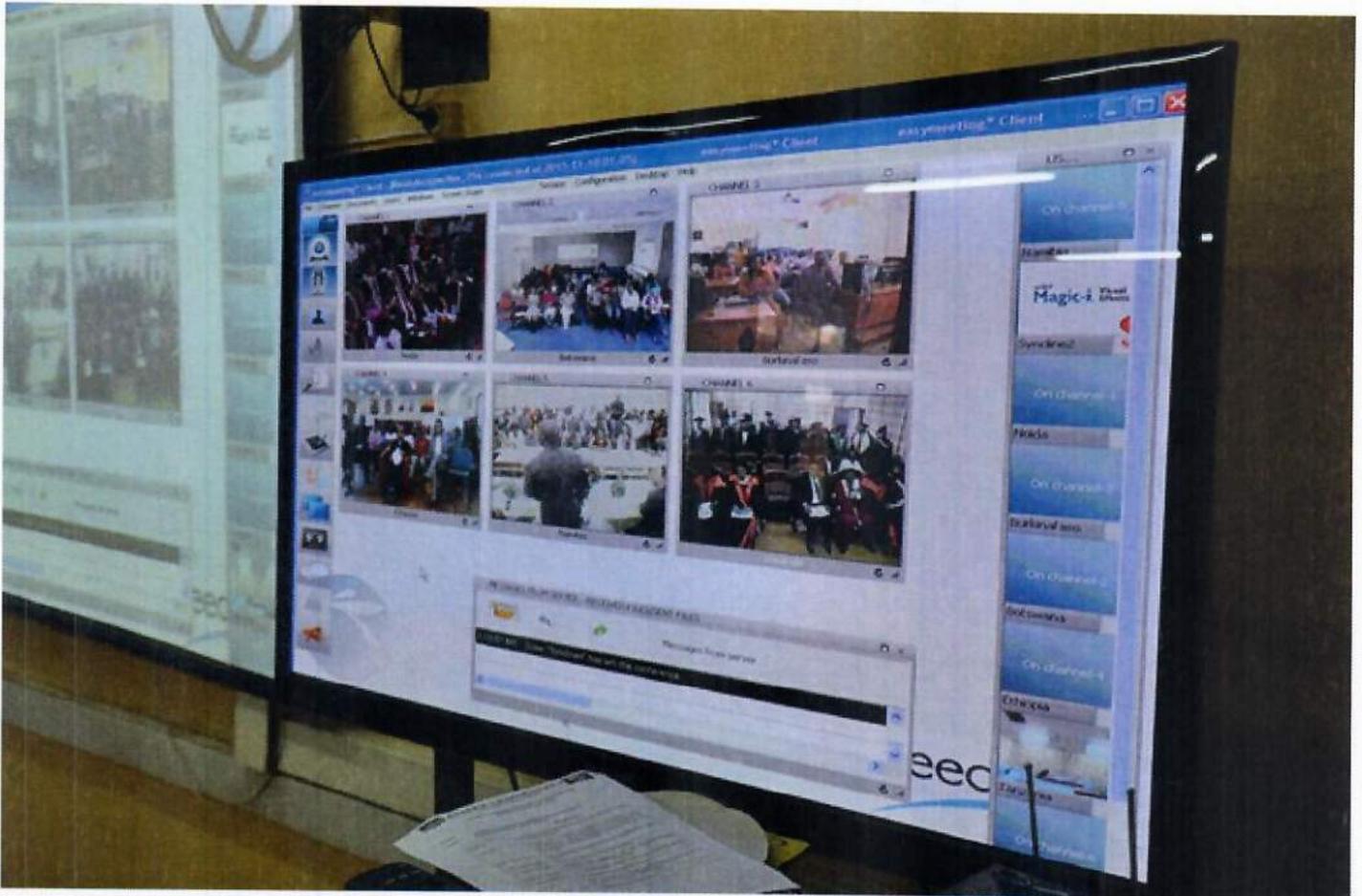
1.3 College of Business and Economics



Century Entrepreneurs Club launched their club after a three day long training of trainers that was held in University of Rwanda College of Business and Economics (UR-CBE). This launch was overseen by the Centre of Entrepreneurship and Sustainable Development (CESD) which serves University students and staff.

1.4 College of Education

21 Students graduated in Bachelor's in Business Management from Tele-education programme under the Pan African e-Network. The programme uses electronic information technologies to provide education facilities to learners at remote locations.



A graduation ceremony was simultaneously held in 22 African countries using video conferencing

1.5. College of Medicine and Health Sciences

On March 2016, the Regional Center of Excellence of Vaccines, Immunization and Health Supply Chain Management EAC/ RCE-VIHSCM was successfully launched with high level EAC leaders and partners.



Government officials and partners at the Launch of the RCE-VIHSCM



UR & Government officials together with Representatives from CMHS development partners (GAVI, AmerisourceBergen, UPS, GSK, HIS) and UR Staff after laying the foundation stone at the launch of RCE-VIHSCM

Pharmaceuticals Supply chain managers/coordinators, quantification specialist/officers (Member of quantification team), medical warehouse managers, procurement specialist/officers, medical logistic officers, Pharmacists, Medical doctors, Nurses were trained.



Students in RCE-VIHSCM were awarded certificates in health supply chain management.

The 7th International Programmatic Management on Drug Resistant Tuberculosis (PMDT) course was carried out at the School of Public Health. There were 20 participants from 6 countries.



CMHS students in laboratory



Participants in the international scientific conference on Non Communicable Diseases (NCDs) at Kigali City Hall.

The School of Health Sciences at CMHS was one of the organizers of the international scientific conference on Non Communicable Diseases (NCDs) held in Kigali with the Minister of Health.



Keynote address by Hon. Minister of Health Dr Agnes Binagwaho

The CMHS-Polyclinic, Dental clinic was expanded into 20 Dental-unit clinic, a sterilization room expanded into disinfection and central sterilization rooms, a Prosthetic dental laboratory was established, Phantom laboratory was established and processing all removable dentures.



Expanded teaching clinic at School of Dentistry

1.6 College of Science and Technology

The College of Science and Technology opened the School of Mining and Geology (SMG) in alignment with Government priorities to build capacities in the mining sector.



Students at College of Science and Technology

2. PARTNERSHIPS

Cooperation between the University of Koblenz-Landau from Germany and University of Rwanda in joint research and exchange of students.



University of Koblenz-Landau delegation at UR Huye Campus Genocide Memorial site.

Four leading African universities agreed to harmonize PhD training in Economics and Management in the Business and Economic Regional Summit that was held at University of Rwanda College of Business and Economics (UR-CBE) in Kigali.



The University of Rwanda in collaboration with the African Virtual University (AVU) officially launched the Center of Open Distance and e-Learning (ODEL). The Center aims at alleviating access to education to a wider population through the use of ICT



Through the College of Education, the University of Rwanda partners with African Virtual University (AVU) to increase access to education through e-learning.

The University of Rwanda participated in the 4th Academic Public Private Partnership Forum and Exhibitions organized by the Inter-University Council for East Africa (IUCEA) in a collaboration with the East Africa Business Council (EABC) and East African Development Bank (EADB). The theme was 'Developing the Ideal Graduate through Academia-Public-Private Partnership'. The event was officiated by the Ugandan State Minister for Higher Education, Science and Technology, Professor Stephen Tickodri-Togboa in the presence of the Secretary General of the East African Community Amb. Dr. Richard Sezibera



3. STUDENT SUPPORT SERVICES



Members of the University of Glasgow female engineering group 'FemEng' took residence at the University of Rwanda to combine their skills and innovation with a team from the University to support and encourage females into and through STEM programmes.



The University of Rwanda College of Business and Economics gathered 30 of its brightest students, at Nobleza hotel in Kicukiro for a two day intensive workshop on leadership and character building for societal advancement. The workshop was supported by the Japanese Ryoichi Sasakawa Young Leaders Fellowship Fund (SYLFF) Leadership Initiative.

4. COMMUNITY OUTREACH ACTIVITIES

In CASS, an interface workshop by the School of Law and its stakeholders was conducted in Kigali in August 2015.

The School of Law under the College of Arts and Social Sciences organized a one-day workshop with its key stakeholders. This workshop aimed at creating a platform bringing together the School and its stakeholders to exchange ideas on critical legal issues pertaining to legal education, research and practice in Rwanda.

Minister of Public Service and Labour (Left) together with Principal UR-CASS



The College of Medicine and Health Sciences, through its Itorero conducted health promotion and screening activities at Mageragere Sector, Nyarugenge District.

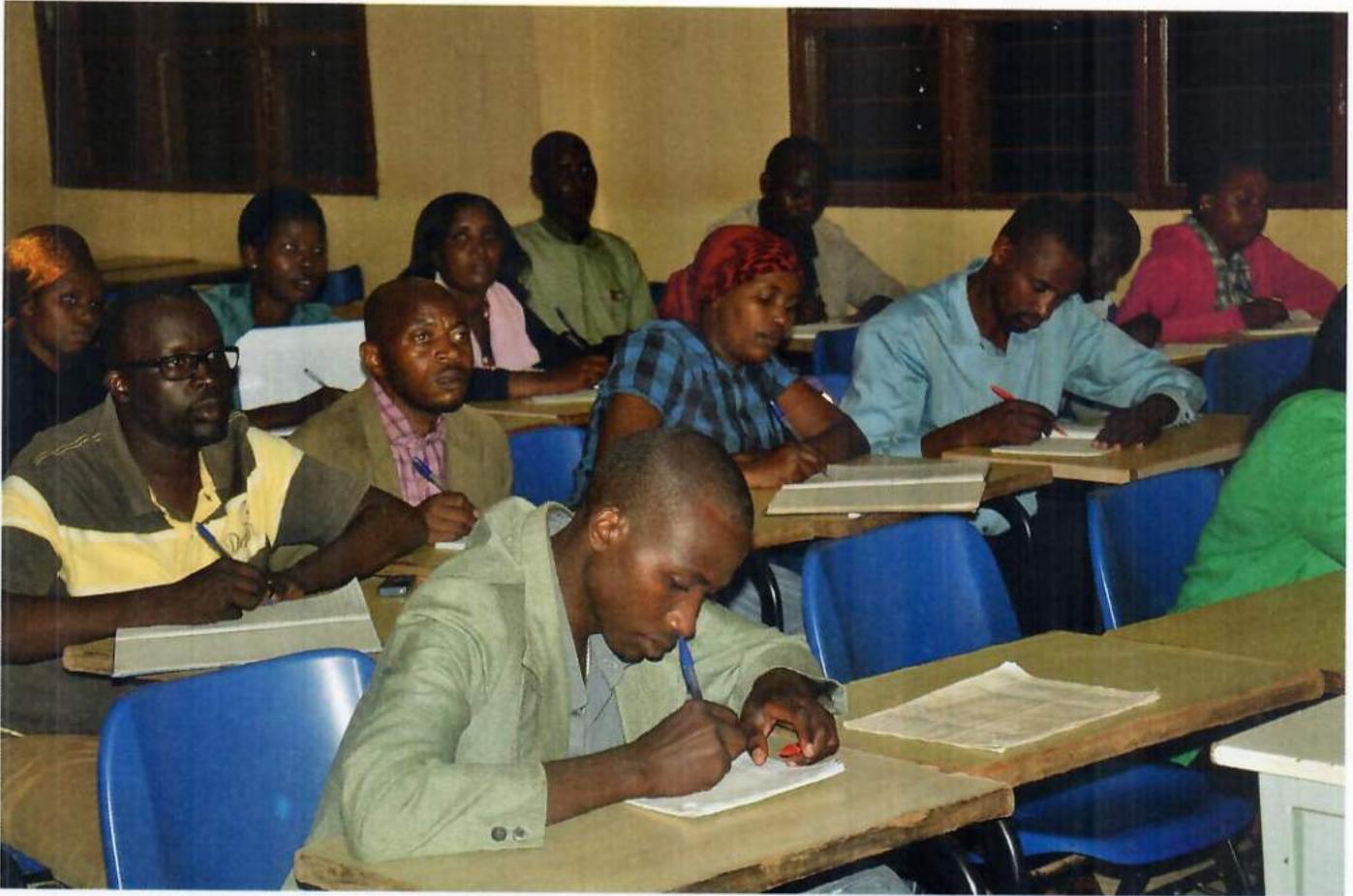


A student attending to a patient

Health promotion sessions in injury prevention, first aid, sexual and reproductive health, family planning, nutrition and hygiene promotion were offered to the community by students from the College of Medicine and Health Sciences. In addition, people were

screened for intestinal worms, HIV, Hepatitis B and C, oral health and dental problems. They also benefited from ophthalmic services and free male circumcision using the prepep technique.

An intensive literacy training spearheaded by students from the College of Education who also teach languages mainly English and Kiswahili to the surrounding community free of charge.



UR-CMHS students in community outreach activities

5. RESEARCH



Dr. Elvis B. Mbembe, Lecturer at UR's School of Law presenting his research paper on 'Attraction of Foreign Direct Investment in East African Community: Hazard or opportunity for Regional Integration Process?'



Academic and research staff of the College of Arts and Social Sciences came together in a one day research communication seminar in Huye District. At this event, participants shared information about the progress and way forward of their research projects.

The seminar was organized in collaboration with Sweden Program for Research, Higher Education & Institutional Advancement under the support of the Swedish International Development Cooperation Agency (Sida).



The seminar was part of Sida Global Research Network on research system building in Rwanda



The College of Agriculture, Animal Sciences and Veterinary Medicine (CAVM) launched the first ever Research Exhibition and roadshow under support of UR-Sweden Program.



Research Staff from different campuses of the University of Rwanda gathered at UR Huye Campus to establish an organization they called 'Academic and Research Staff Organization' (ARSO).



The innovation coordinator at College of Medicine and Health Sciences, Mr. Theogene NYANDWI indicated the reason why innovation matters at the University of Rwanda: 'For University of Rwanda, innovation is very important because successes of universities are measured through teaching, research and community engagement towards socio-economic and scientific developmental agendas,' he said, adding that within the University of Rwanda strategic planning, promoting innovation is among the key strategic goals to tackle the developmental challenges of Rwanda, in the region and the globe.

6. TEACHING AND LEARNING

6.1. Enrolment

The University of Rwanda recorded an increase of 4.1% from 30,445 students in 2014/2015 to 31,760 students in 2015/2016.

Table 2: Students enrolment in the University of Rwanda for the academic years 2013/2014, 2014/2015 and 2015/2016 respectively.

COLLEGE	2013/2014			2014/2015			2015/2016		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
CASS	444	1,267	1,711	520	1,561	2,081	633	1,668	2,301
CAVM	1,384	3,292	4,676	1,087	2,674	3,761	1,172	2,422	3,594
CBE	2,881	4,364	7,245	3,248	4,530	7,778	3,794	5,923	9,717
CE	2,125	4,446	6,571	2,435	4,946	7,381	1,967	4,448	6,415
CMHS	891	1,717	2,608	1,198	2,286	3,484	1,257	2,420	3,677
CST	1,727	4,262	5,989	1,555	4,405	5,960	1,465	4,591	6,056
Grand Total	9,452	19,348	28,800	10,043	20,402	30,445	7,566	14,461	31,760

The College of Business and Economics recorded the largest number of students, representing 31% of the total student population, followed by the College of Education representing 20% of the total student population. The College of Arts and Social Sciences has the smallest number of students (7.2%). The total number of students increased by 1,315 from 2014/2015 to 2015/2016, representing an increase of 4.3%.

Table 3: Trend in students' population from 2013/2014 to 2015/2016

College	2013/2014	2014/2015	Variance	Variance	2015/2016	Variance	Variance
	Number of students	Number of students	Number of students	% change 2013/14 to 2014/15	Number of students	Number of students	% change 2014/15 to 2015/16
CASS	1,711	2,081	370	17.8%	2,301	220	10.6%
CAVM	4,676	3,761	-915	-24.3%	3,594	-167	-4.4%
CBE	7,245	7,778	533	6.9%	9,717	1,939	24.9%
CE	6,571	7,381	810	11.0%	6,415	-966	-13.1%
CMHS	2,608	3,484	876	25.1%	3,677	193	5.5%
CST	5,989	5,960	-29	-0.5%	6,056	96	1.6%
Total	28,800	30,445	1,645	5.4%	31,760	1,315	4.3%

The table above, shows that there is a continuous decrease in student population in CAVM since 2013/2014, and a decrease of 966 students in CE from 2014/2015 to 2015/2016.

Table 4: Trend in student enrolment in STEM programs

Academic year	Students enrolled in STEM programs.	Total number of students.	% of students enrolled in STEM programs.
2013/2014	15,901	28,800	55.2%
2014/2015	16,172	30,445	53.1%
2015/2016	15,960	31,760	50.3%

Of the total enrolment, 50.3% were registered in STEM programs. Registration in STEM programs has decreased slightly since 2013/2014 from 55.2% to 50.3% mainly due to the decrease in students' population in CAVM and CE

6.2. Students Graduation

During the reporting period, the number of graduates increased from 8,148 to 9,158 students, representing an increase of 12.4% compared to 2014/2015 as per the table below.

Table 5: UR Students graduation over the FY 2015/2016.

COLLEGE	2013/2014			2014/2015			2015/2016		
	M	F	T	M	F	T	M	F	T
CAVM	947	453	1,400	803	285	1,088	259	829	1,088
CASS	291	131	422	361	110	471	188	101	289
CBE	977	707	1,684	831	519	1,350	1,663	1,050	2,713
CE	1,899	1044	2,943	1,687	809	2,496	1,700	733	2,433
CMHS	352	170	522	748	611	1,359	707	554	1,261
CST	839	368	1,207	977	407	1,384	966	408	1,374
Grand total	5,305	2,873	8,178	5,407	2,741	8,148	5,483	3,675	9,158

From the above table, female graduates represent 33.6% and 40.1% in 2014/2015 and 2015/2016 respectively.

6.3. UR-Academic Staffing

The majority of academic staff in the University of Rwanda were Master's degree holders.

Table 6: UR Academic staff profiles during the FY 2015/2016

Qualifications	Colleges						TOTAL
	CASS	CAVM	CBE	CE	CMHS	CST	
Female	33	32	35	35	149	80	364
Bachelors	1	5	6	6	86	31	135
Masters	24	24	27	22	40	43	180
Others	0	0	0	0	16	2	18
PhD	8	3	2	7	7	4	31
Male	142	135	123	156	202	323	1081
Bachelors	21	28	6	24	66	83	228
Masters	78	72	96	90	69	186	591
Others	0	0	1	0	18	0	19
PhD	43	35	20	42	49	54	243
TOTAL	175	167	158	191	351	403	1445

Compared to the situation of the year 2014/2015, the total number of academic staff has decreased from 1450 to 1445, representing a decrease of 3%.

Table 7: Academic rank by gender for academic staff for the FY 2015/2016

Rank/Gender	Colleges						TOTAL
	CASS	CAVM	CBE	CE	CMHS	CST	
Female	33	32	35	35	149	80	364
Professor	0	0	0	0	0	1	1
Associate Professor	1	1	0	0	0	1	3
Senior Lecturer	3	0	1	4	5	2	15
Lecturer	11	7	13	5	13	3	52
Assistant Lecturer	17	19	15	20	30	41	142
Tutorial Assistant	1	5	6	6	65	27	110
Others	0	0	0	0	36	5	41
Male	142	135	123	156	202	323	1081
Professor	6	5	2	2	5	3	23
Associate Professor	3	8	4	7	7	8	37
Senior Lecturer	24	15	5	15	20	26	105
Lecturer	46	38	35	38	42	67	266
Assistant Lecturer	40	43	69	71	44	139	406
Tutorial Assistant	23	26	7	23	57	73	209
Others	0	0	1	0	27	7	35
TOTAL	175	167	158	191	351	403	1445

The majority of staff are Assistant Lecturers. Female academic staff are 364 out of a total of 1445 academic staff, representing 25% of the total teaching staff.

6.4. Gender Parity Index (GPI)

Table 8: Gender Parity Index (GPI)

Gender	2013/14	2014/15	2015/16
Male	1162	1140	1081
Female	320	310	364
% Male	78.41%	78.62%	74.81%
% Female	21.59%	21.38%	25.19%
GPI	0.28	0.27	0.34
Total Staff	1482	1450	1445

From the above table, the GPI had decreased from 0.28 in 2013/2014 to 0.27 in 2014/2015. However, GPI increased to 0.34 in 2015/2016.

7. CHALLENGES

- Budgetary constraints.
- Getting the right balance of skills in expatriate and local academic staff.
- Lack of laboratory technicians for practicals.
- Slow response of programme accreditation.
- Reasonably static student population.
- Marginal decrease in number of students taking STEM subjects.

8. RECOMMENDATIONS

The report recommends that UR should undertake a number of initiatives to ensure the achievement of its objectives both in the long and medium term. In view of this, UR should put in place measures to improve the implementation of its policies and procedures. Specifically, UR should:

- Revise the financing scheme to ensure realistic funding.
- Explore diverse ways to generate income.
- Enhance staff development.
- Implement the ongoing UR infrastructure development which includes the training of laboratory technicians in science areas.
- Ensure provision of competitive market-oriented and flexible academic programmes in both STEM and Non-STEM programs.
- Integrate the Innovation and Entrepreneurship module across all academic disciplines.
- Student access to flexible, responsive support systems, and learning environments that enable them to develop inquisitive minds, and refine their skills and talents while acquiring knowledge and practical experience.
- Implement the Service Charter.

9. ANNEX I: LIST OF PUBLICATIONS 2015-2016

10. ANNEX II: REPORT OF UR 2015-2016 ACTION PLAN

Publications in Journals, Books & International Conferences

A. Peer reviewed journal articles

1. Bahati, B., Tedre, M., Fors, U. & Mukama, E. (2016). Exploring feedback practice in formative assessment in Rwandan higher education: a multifaceted approach is needed. *International Journal of teaching and Education*, IV (2), 1-22. DOI: 10.20472/TE.2016.4.2.001.
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15. Niyibizi Epimaque (2015). "The Rwandan teachers' and learners' perceived speaking proficiency in both Kinyarwanda and English after 2008-2011 consecutive Language-in-Education Policy shifts". *The Rwandan Journal of Education (RJE)*. Vol. 3 No 1; 91-116; <http://www.ajol.info/index.php/rje/article/view/128016/117566>.
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4. Niyibizi E.; August 2015 attended and presented a paper at Wits International Language and Literacy Symposium, held at the University of the Witwatersrand, South Africa. The title was "Rwandan Learners' and Teachers' Language Preference in Classroom, at School Playground and at Home, after Experiencing the 2008-2011 Language Policy Shifts"
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8. Nzabalirwa W., Education access and quality education in Rwanda: achievement and challenges, Kenyatta University, 8th-9th October 2015.
9. Ruturwa S. D., International conference on Maternal, Infant and Child mortality organized by the Centre of Population Studies, Annamalai University, 24 and 25 February, 2016 Chidambaram; ICSSR Sponsored Research Methodology workshop. Department of Demography, University of Kerala. Quantitative Data Analysis, study material introduction to SPSS, 19-28 February 2015.
10. Ruturwa S. D., International conference on six sigma Green belt (Risk Management), organized by Indian Government of Ministry of Micro small and middle Enterprise (MSME) through Development Institute Chennai on 12; 13 and 19; 20 March, 2016 Chennai.
11. Ruturwa S. D., Memorial XXV Inter-Disciplinary Research Methodology Workshop organized by the Department of Economics, Annamalai University, from 24 to 31 March 2016.
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13. Uwamahoro, J. (2016,); presented a poster presentation in the 1st VarSITI General Symposium in Varna Burgalia. (May 2016)
14. Uwamahoro, J. (Dec.2015); presented an Oral presentation in ICG experts meeting in Vienna, Austria.
15. Asiimwe-Kateera, B, Condo, J , Ndagijimana, A, Kumar, S., Mukeshimana, M., Gaju, E., Muhire, A., MA Muhimpundu, MJ Kim, A Kurth 2015. Analysis: Mobile Health Approaches to Non-Communicable Diseases in Rwanda, Rwanda Journal. <http://www.ajol.info/index.php/rj/article/view/123976>
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