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# Nansozi K. Muwanga, Ph.D.

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<b>Nationality</b>	Ugandan
<b>Employer</b>	Makerere University, Kampala, Uganda.
<b>Position</b>	Senior Lecturer

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**Key Competencies:** Policy and programme analysis with extensive experience in the design, monitoring, and evaluation of projects.

**Areas of Expertise: *Education and Governance***

Involvement in the design of the National Civic Education Programme and in several education sector reviews, as a lead facilitator, has given me a firm grasp of the major programming challenges, opportunities and policy directions in the areas of education and governance.

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## Professional Skills and Experience

<b>Project Planning</b>	Sound knowledge of proposal development and strategic planning using development concepts and participatory approaches.
<b>Communication/ Facilitation</b>	Strong interpersonal and communication skills with broad experience in communicating ideas to one, or several people at a time.  Strong conceptual, writing, and presentation skills with a demonstrated ability to organize and facilitate workshops and seminars
<b>Building Alliances/ Networks</b>	A demonstrated ability to establish partnerships and mobilize resources for research and practical initiatives
<b>Culture</b>	Knowledge of different socio-economic and political systems influencing social developments and the purposive integration of this knowledge into the design and implementation of projects
<b>Languages</b>	Fluent English and Luganda. A good working knowledge of French, Swahili, and Arabic.
<b>IT Skills</b>	Microsoft Software Applications: Windows, Excel, and Power Point. Knowledge of Qualitative Data Software such as Q.S.R. NUD.IST.

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## Research, Consultancy, and Facilitation Experience:

*Education, Social Sector Analysis, and Governance*

2000/7

Speaker	Gender, Education and Development. <b>Google Development Course. Google.org, Mountain View, California.</b>
Consultant	Teacher Employment Issues. <b>The World Bank</b>
Consultant	Monitoring UPE Delivery Systems in Mbale District. Dfid, <b>UWESO</b>
Facilitator	The Local Government Framework - Commissioners' Consultation. <b>Yei, Southern Sudan. UNDP</b>
Consultant	The Strategic Governance and Corruption Assessment (SGACA). <b>Ecorys / Dutch Ministry of Foreign Affairs (MOF).</b>
Facilitator	WBI Distance Learning Course: <i>Accountability, Governance and the Quality of Decentralized Education in Africa</i> consisting of five modules for 5 participating countries in Africa. <b>The World Bank Institute / USAID/ British Council.</b>
Consultant - Education	SIDA/UNICEF Program Evaluation. Evaluation of the School Governance/Child Participation and Youth and HIV/AIDS Program components in the Kenya Program, Nairobi, Kenya. <b>UNICEF/South Consulting, Nairobi.</b>
Consultant - Education	Mozambique Education II Project Completion Report (PCR) mission. Project completion evaluation of the Education II Project - achievements and sustainability. <b>The African Development Bank (ADB) / Government of Mozambique</b>
Principal Investigator	Literacy Practices in Primary Schools in Uganda: Lessons for Future Interventions. <b>The Rockefeller Foundation / Makerere University.</b>
Facilitator/ Co-convenor	Regional workshop: Debating Form and Substance in Africa's New Governance Models for 35 participants from 12 African Countries. May 11 <sup>th</sup> – 12 <sup>th</sup> 2006. <b>Supported by Ford Foundation.</b>
Consultant / Co-author	Primary Teacher Development and Management Plan (PTDMP). Co-developed and wrote the PTDMP. <b>Ministry of Education and Sports /Ireland Aid.</b>
Consultant - Education	Seychelles Education III Project Completion Mission. Evaluate the Education III Project and recommend measures to strengthen the financial planning and management capacity of Head teachers, school managers, and communities. <b>African Development Bank (ADB) / Seychelles Government</b>
Consultant / Co-author	Transformations in African Universities: Makerere University Case Study. <b>Joint Initiative: The Rockefeller Foundation, Ford Foundation, and Carnegie Corporation.</b>

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Facilitator	Education Sector Investment Plan (ESIP) Mid Term Review. Analyze status of ESIP I to generate activities, strategies, and indicative targets for ESIP II. <b>Ministry of Education and Sports and Education Funding Agencies Group (EU).</b>
Principal Investigator	UPHOLD Education Management System Support. Literature Review of existing Management Training interventions and design an Action Research Protocol to inform UPHOLD's Education Management System Support. <b>UPHOLD.</b>
Lead Facilitator	10 <sup>th</sup> Education Sector Review ( <b>Quality of Education</b> ). Review education sector undertakings, persistent challenges, and identify strategies for future interventions. <b>Ministry of Education and Sports / the Education Funding Agencies Group (EFAG)</b>
Consultant	Strategic Plan for Teacher Education, Development, and Management Plan (TDMP). Review and revise the existing TDMP and /or recommend processes to complete the Plan. <b>Ministry of Education and Sports / Ireland Aid.</b>
Lead Facilitator	9 <sup>th</sup> Education Sector Review ( <b>Quality of Primary Education; SFG Utilization; Post Primary Education and Training (PPET)</b> ). Review education sector undertakings, persistent challenges, and identify strategies to address quality gaps. <b>Ministry of Education and Sports / the Education Funding Agencies Group (EFAG)</b>
Lead Facilitator	8 <sup>th</sup> Education Sector Review ( <b>Post Primary Education and Training (PPET)</b> ). Review education sector undertakings to identify corresponding strategies to streamline education governance at the local level. <b>Ministry of Education and Sports / the Education Funding Agencies Group (EFAG)</b>
Lead Facilitator	7 <sup>th</sup> Education Sector Review (Teacher Education). Develop interview guides and questionnaires for regional workshop. Synthesize findings and develop issues paper for discussion at the national workshop. <b>Ministry of Education and Sports/ EU/Education Funding Agencies Group (EFAG).</b>
Consultant	Strategic Plan for the <b>Forum for Education NGOs in Uganda (FENU)</b> . Develop a framework for coherent and coordinated efforts to develop capacity among Education NGOs in Uganda. <b>Action Aid – Uganda</b>
Facilitator	5 <sup>th</sup> Education Sector Review. Facilitate regional workshop and national level discussions. <b>Ministry of Education and Sports/ EU/Education Funding Agencies Group (EFAG).</b>
Consultant	Global Integrity Report (Uganda). <b>Global Integrity, Washington.</b>
Consultant	Uganda Good Governance Assessment 2005. <b>USAID/ARD</b>
Consultant	Developed a Standardized Framework for Capacity Building Training Materials. <b>Ministry of Local Government / DANIDA.</b>

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Co-author	Afrobarometer. Uganda Round 2 Afrobarometer Survey Report. Insiders and Outsiders: Varying Perceptions of Democracy and Governance in Uganda. <b>Afrobarometer Network, Michigan State University (MSU) / International Foundation for Election Systems (IFES) and the Donor Technical Group (DTG), Kampala, Uganda.</b>
Consultant	Evaluation of the National Civic Education Programme. <b>South Consulting (Nairobi) / Uganda Human Rights Commission.</b>
Consultant	Framework for Continuous National Civic Education in Uganda. Development of a framework for the delivery of a long-term coordinated and coherent civic education program in Uganda. <b>European Union (EU) and the Donor Technical Group (DTG).</b>
Facilitator /Resource Person	The Philanthropy Workshop West. Provide background information and analysis of educational reform and policy trends in Uganda for participants of the TPWW. <b>The Hewlett Foundation – California, U.S.A</b>
Facilitator	UPHOLD Partnership Meeting. Prepare agenda for and facilitate Partners’ Meeting with the objective of getting participants to have a shared understanding of the context of UPHOLD operations, and reaching a consensus around the strategic direction of UPHOLD. <b>UPHOLD.</b>
Consultant	Social Development Sector Strategic Investment Plan. Review exiting Social Development Sector Investment Plan and help Ministry officials develop a framework for coordinated planning of social sector activities. <b>Ministry of Gender, Labour and Social Development/DFID.</b>
Consultant	Identification Mission. The District Development Programme (DDP). Review the financial and management capacity of local government officers to deliver services and recommend strategic capacity building interventions to broaden and deepen district development initiatives. <b>United Nations Capital Development Fund (UNCDF).</b>
Consultant	The Sector Wide Approach (SWAP) Process in the Health Sector – Uganda and Zambia. Review the SWAP process in both countries and identify potential for collaboration. <b>Embassy of Ireland / Ireland Aid.</b>
Facilitator	Civil Society Consultative Workshop on the Education Bill 2000. <b>The Uganda National NGO Forum.</b>
Lead Researcher	Public–Private Partnerships in District Health Governance in Uganda. Examined the Effects of staff exodus from PNF facilities on District Health systems and recommended national and district level interventions to strengthen public/private partnerships in health. <b>SIDA</b>
Consultant	Social Policy Analysis of Differences in Perceptions of Poverty. <b>Structural Adjustment Participatory Review Initiative</b>

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		<b>(SAPRI), Uganda National NGO Forum / World Bank / Ministry of Finance and Economic Development.</b>
Facilitator		The Consultative Group (CG) Meeting - Government of Uganda and Development Partners. <b>National NGO Forum / UNDP</b>
<b>1996/99</b>		
Consultant		Critical Issues in Decentralization Reforms (Education). <b>UNCDF/UNDP/Program Management Unit (PMU) / Ministry of Local Government.</b>
Researcher		Municipal Public Service Sector Policy and the Challenge of Immigrant Settlement. Analysis of different initiatives by the Education Boards to meet capacity building needs of local communities to effectively contribute to school management and governance. <b>Immigration Canada/University of Toronto, Canada.</b>
Facilitator		Development Workshop with the World Bank, on Education, Health, and the Environment. To identify strategic gaps in the capacity building strategies in the different national contexts. <b>University of Toronto, Toronto, Canada.</b>
		Capacity Building for Community Health: China, Uganda with Canada. <b>University of Toronto, Toronto, Canada.</b>
Consultant		Decentralization, Local Participation and District Social Service Delivery in Uganda. <b>DANIDA.</b>
Consultant		Local Governance and Service Delivery: The Case of Decentralized Markets. <b>UNDP/MIT (Bureau for Policy and Program Support).</b>
Consultant		Revised the Strategic Plan for The Uganda Human Rights Commission. <b>DANIDA.</b>

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## Education

<b>Ph.D.</b> <i>University of Toronto Toronto, Canada</i>	<b>POLITICAL SCIENCE</b>	1994 - 1999
Major Minor <b>Thesis</b>	Comparative Politics of Developing Areas International Relations <b>The Politics of Primary Education in Uganda: Parent Participation and National Reforms</b>	
<b>POST GRADUATE DIPLOMA</b> <i>Institute of Social Studies The Hague, The Netherlands</i>	<b>INTERNATIONAL RELATIONS AND DEVELOPMENT</b>	1991 - 1992
<b>Research</b>	<b>Dimensions of Power in Regional Integration Schemes: The East African Community</b> <i>Commendation for outstanding research project</i>	
<b>MASTER OF ARTS</b> <i>London University</i>	<b>AREA STUDIES</b>	1981 - 1982

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*London, England*

Major Comparative Politics of Developing Areas (The Commonwealth)  
Minor International Relations  
**Dissertation** **From Rhodesia to Zimbabwe: British Foreign Policy 1923-1980**

**BACHELOR OF ARTS** **POLITICAL SCIENCE** 1976 - 1979  
(Honors Degree)  
Major Political Science  
Minor International Relations and Development

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## **Awards**

1997 - 98 University of Toronto Open Fellowship  
1996 - 97 The Rockefeller Foundation - African Dissertation Internship Award (ADIA)  
1993 - 96 The Connaught Scholarship - University of Toronto  
1991 - 92 Netherlands Government Fellowship

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## **Employment**

**LECTURER** 2001-  
*Department of Political Science and Public Administration*  
*Makerere University, Kampala, Uganda*

RESPONSIBILITIES Course Coordinator:  
M.A. Research Methods in International Relations  
M.A. African International Relations  
B.A. The Politics of Development and Technological Change

**RESEARCH ASSISTANT** 1999 - 2000  
*Centre for Urban and Community Studies*  
*Toronto, Canada*

**PROJECT**  
The Response of the Municipal Public Service Sector to the Challenge of Immigrant Settlement

**Funding Agency** **Immigration Canada**  
Project Coordinators Professors Frances Frisken and Marcia Wallace

RESPONSIBILITIES Documented research on Toronto School Boards: Interviews, Newspaper and Literature review.

ACHIEVEMENT  
Report on the Response of Municipal Public Service Sector to the Challenge of Immigrant Settlement in the Education Sector.

**ADMINISTRATIVE SECRETARY** 1998 - 1999  
*University of Toronto. Toronto, Canada*

**PROJECT**  
International Business Development Initiative (IBDI)

**Funding Agency** **Vice President's Office (University of Toronto)**  
Project Coordinator Professor Richard Stren

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RESPONSIBILITIES Administration and Co-ordination of IBDI Activities  
Organize and facilitate IBDI meetings / international workshops.

ACHIEVEMENTS

Designed Survey questionnaire and compiled a directory of Faculty and graduate students for IBDI's development initiatives in the areas of Education, Health, and the Environment.

Facilitated two International Workshops:

Development Workshop with the World Bank on Education, Health, and the Environment;  
Capacity Building for Community Health - China and Uganda with Canada.

**TUTORIAL ASSISTANT** International Relations 1997 - 1998  
*Department of Political Science, University of Toronto  
Toronto, Canada*

RESPONSIBILITIES Chairing tutorial sessions, marking course-work and final exams.

**SESSIONAL LECTURER** Decentralization and Development  
**Masters Courses (MPA)** Local Government Politics 1996 - 1997

*Department of Political Science and Public Administration  
Makerere University  
Kampala, Uganda*

RESPONSIBILITIES Course Design and coordination, lecturing, tutorials, and student supervision

**RESEARCH ASSISTANT** 1994 - 1996  
*Centre for Urban and Community Studies  
University of Toronto  
Toronto, Canada*

**PROJECT**

African Research Network for Urban Management (ARNUM).

**Funding Agency** **The Ford Foundation**  
Project Coordinators: Professor Richard Stren and Dr. M. Halfani

RESPONSIBILITIES Literature Review and Documentation  
Preparation of an annotated Bibliography on urban management issues in developing countries; Process requests and purchases of reading materials for participating centers

ACHIEVEMENT

Compiled and distributed 10 bound volumes of annotated bibliographies to the 7 network centers on Urbanization and Women, Urbanization, Land, and Poverty, Urbanization and Shelter, Urbanization and the Environment.

**TUTORIAL ASSISTANT** International Relations 1994 - 1995  
*Department of Political Science  
University of Toronto  
Toronto, Canada*

RESPONSIBILITIES Chairing tutorial sessions and marking course work papers and final exams.

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**LECTURER** International Relations and Development 1984 -1991  
*Department of Political Science and Public Administration*  
*Makerere University*  
*Kampala, Uganda*

**RESPONSIBILITIES** Course design and student supervision  
Preparation of student progress reviews.

**ACHIEVEMENT**  
Introduced small group discussions into mainstream departmental teaching;  
Developed an extensive data base on International Relations and Development for students.

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## Professional Development and Training

- 2002** **Certificate in Basic Project Cycle Management and Logframe Applications.**  
European Union (EU), Kampala Uganda.
- 2001** **Certificate in the Training of Trainers.** Uganda Institutional Capacity Building Project -  
**Ministry of Finance, Planning, and Economic Development / Crown Agents (U.K) /**  
**Uganda Management Institute (UMI), Kampala, Uganda.**
- Certificate in Poverty Analysis.** Attacking Poverty in Africa: Policy and Institutional  
Reform for Sustainable Rural Development. **World Bank Institute of Distance Learning /**  
**Uganda Management Institute – Global Distance Learning Centre - Kampala.**
- 1996** **Advanced Training in Research Design and Methods**  
Rockefeller Foundation and Queens University, Kingston, Ontario, Canada.
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## Conference Papers / Publications

- What's in it for Women: Challenges and Opportunities of Political and Educational Reforms in Uganda.  
**Presentation. Castilleja School. Palo Alto, California. January 8, 2007**
  - Debating Form and Substance in Africa's New Governance Models. Co-editor with Professor Joe Oloka  
Onyango, Umna Rights and Peace Centre (HURIPPEC) – Makerere University) **Fountain Publishers.**
  - Literacy Practices in Primary Schools in Uganda: Lessons for Future Interventions. **Fountain Publishers**  
**2006.**
  - **Gender and Multipartism in Uganda. 7<sup>th</sup> Meeting of Research and Education for Democracy in**  
**Tanzania (REDET) – Multi-party Politics in East Africa** (University of Dar es Salaam) Arusha,  
Tanzania. **September 23, 2004.**
  - The Politics of Higher Education Reforms: The Limits of Innovation. **14<sup>th</sup> Biennial Congress of the**  
**African Association of Political Science (AAPS). Durban South Africa. June 25-28, 2003.**
  - Makerere University in Transition: 1993-2000. **Nakanyike Musisi and Nansozi K. Muwanga. James**  
**Currey/Fountain Publishers 2003.**
  - **Afrobarometer. Uganda Round 2 Afrobarometer Survey Report.** Insiders and Outsiders: Varying  
Perceptions of Democracy and Governance in Uganda. **Afrobarometer Network, Michigan State**  
**University (MSU) / International Foundation for Election Systems (IFES), The Donor Technical**  
**Group (DTG), Kampala, Uganda. 26 December 2002.**
  - Youth and Politics in Uganda: Marginalisation, Differentiation and Redefinition. **International Political**  
**Science Association (IPSA) World Congress. Durban, South Africa. June 29-July 4, 2003.**
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- The Governance of Primary Education in Uganda: Issues of Access and Quality - **American Political Science Association (APSA)** Conference, San Francisco, USA. **August 28-September 2, 2001.**
  - Between State and Society: The Political Dilemma of Redrawing Educational Boundaries in Uganda - **African Association of Political Science (AAPS)**, Yaounde, Cameroon. **June 18-25, 2001.**
  - The Politics of Universal Primary Education (UPE) in Uganda. **Canadian Association of African Studies (CAAS)**, Montreal, Canada. **May 10 -13, 2001.**
  - The Notion of Good Governance in a One Party State: Uganda Revisited. **Research and Education for Democracy in Tanzania - Democratic Transition in East Africa** (University of Dar es Salaam) Lake Manyara, Arusha, Tanzania. **April 9-10, 2001.**
  - **Canadian Association of African Studies (CAAS)**, Laval University, Quebec, Canada. **May 26-30, 2001.**
  - What Makes Markets Tick? Local Governance and Service Delivery in Uganda. **Asian Review of Public Administration, Vol.X11, No.1 June 2000.**
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## Membership of Associations and Professional Organizations

**Makerere University Political Science Review.** *Editor*

**The African Governance Institute.** Dakar, Senegal. *Member, Working Group: Democracy, Governance and Human Rights.*

**The Nelson Mandela Children’s Fund (NMCF), Pretoria, South Africa** - *Member of Core Reference Group - Orphans and Vulnerable Children (OVC) Project*

**The African Association of Political Science (AAPS)** - *Vice President (East Africa)*

**African Futures Institute, Pretoria, South Africa** - *Board Member*

Kimaka – Senior Staff and Command College, Jinja, Uganda. *Session Lecturer*

**Uganda Management Institute (UMI)** - *Supervisor/ External Examiner*

International Political Science Association (IPSA)

Canadian Association of African Studies (CAAS).

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## Volunteer Experience

**Forum for African Women Educationalists (FAWE), Kampala.** Mentoring educationally disadvantaged girls

**School Fundraiser and Mentor: Railway Children’s Primary School, Kampala.**

**University of Toronto, Dept. of Political Science.** Mentoring new graduate international students

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## Personal Interests

Squash, Scrabble and Baking

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## Referees

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|----|--|----|--|
| 1. | Dr. Katherine Namuddu<br>Associate Director (The Rockefeller Foundation) | 2. | Professor Richard Stren<br>Department of Political Science |
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University of Toronto  
100 St. George Street  
Toronto, Canada  
E-mail: [richard.stren@utoronto.ca](mailto:richard.stren@utoronto.ca)  
**Tel: (416) 978 3343 (o)**

3. Professor Apollo Nsibambi  
Office of the Prime Minister  
Yusuf Lule Road  
P.O. Box 341  
Kampala  
**Tel: +256772868143 (m)**  
**Tel: +25641-259518 (o)**

4. Dr. John Kiyaga-Nsubuga  
Director - Uganda Management  
Institute (UMI) -  
Plot 44-52, Jinja Road  
Kampala  
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**Tel: 077- 412139 (m)**