

**THE MASTERCARD FOUNDATION SCHOLARS
PROGRAM AT MAKERERE UNIVERSITY (2013-2023)**

**1.0 INTRODUCTION: THE STRATEGIC PARTNERSHIP BETWEEN
MASTERCARD FOUNDATION AND MAKERERE UNIVERSITY**

Makerere University entered a partnership with MasterCard Foundation to offer scholarships to 1,000 academically bright but economically disadvantaged youth from Africa to study at Makerere University from 2013 to 2023. A project worth US \$ 21 million will be implemented at Makerere University with the aim of developing the next generation of African leaders and also to promote the strategic objectives of Makerere University and MasterCard Foundation in contributing to Africa's higher education sector and development. The project shall be implemented under the leadership of the Makerere University Gender Mainstreaming Directorate.

The vision of MCF Scholars Program is to create a positive social and economic transformation through education, particularly in Africa. Similarly, the vision for Makerere University is to be the leading institution for academic excellence and innovations in Africa. In addition, the mission of MCF Scholars Program is to educate and develop a cohort of next-generation leaders who are committed to giving back to their communities and the Mission of Makerere University is to provide innovative teaching, learning, research and services responsive to national and global needs. Both the visions and missions of the two organisations are in the same industry of education, target Africa and are committed to transform young leaders to effectively address societal needs.

The objective of MCF Scholars Program target academically bright but economically disadvantaged youth to access education. One of the objectives of the Makerere University Strategic Plan (2008/09-2018/19) is to boost access to opportunities and meet the higher education requirements at national and international levels and promote confidence in the academic provision. In addition, the goal of the Makerere University Female Foundation (FSF) is to increase enrolment, retention and improve academic performance of female undergraduate students at Makerere University with specific on sciences and giving priority to applicants from under represented geographical areas in Uganda. This objective has been championed for the last twelve years with 647 students as graduates.

Another objective of MCF Scholars Program is to form a network of high quality schools and universities that support this vision. Owing to the imperatives of globalisation and the value that internationalisation adds to higher education institutions, Makerere University is increasingly becoming conscious of the importance to integrate internationalisation in her core functions of teaching and learning, research and innovations, knowledge transfer partnerships and networking. Internationalisation is one of the cross cutting themes of the University, alongside gender mainstreaming and quality assurance.

A critical objective that MCF Scholars Program shares with Makerere University is to support transitions to higher education or employment. Makerere is committed to cultivate in graduates both traditional academic and generalist skills, the skill set necessary to compete in the dynamic labour market of knowledge driven economies of the world as stated in the Makerere University Strategic Plan. In addition, a dynamic internship program is a key component of the students' academic training. The purpose of internship (field attachment) at Makerere University is to produce practically oriented graduates that meet the required job-related competences of their future employees (Makerere University Guidelines for Field Attachment, 2007)

Another objective of MCF Scholars Program is to create a network of next generation achievers and leaders committed to service and giving back. Through the Knowledge Transfer Partnerships and Networking (KTPN), Makerere University is committed to learn and leverage her entrepreneurial and innovative capability. Knowledge production between universities and the public and private sectors is supposed to be a two-way traffic that calls for cultivation and fostering of symbiotic relationships. Both students and staff are actively engaged in the KTPN and not only sharing their expertise with communities but also learning a lot that enriches their studies and lives. MCF and Makerere University have a lot in common; have opportunities for synergy and the MCF Scholars Program will greatly support Makerere University to achieve her short and long term objectives.

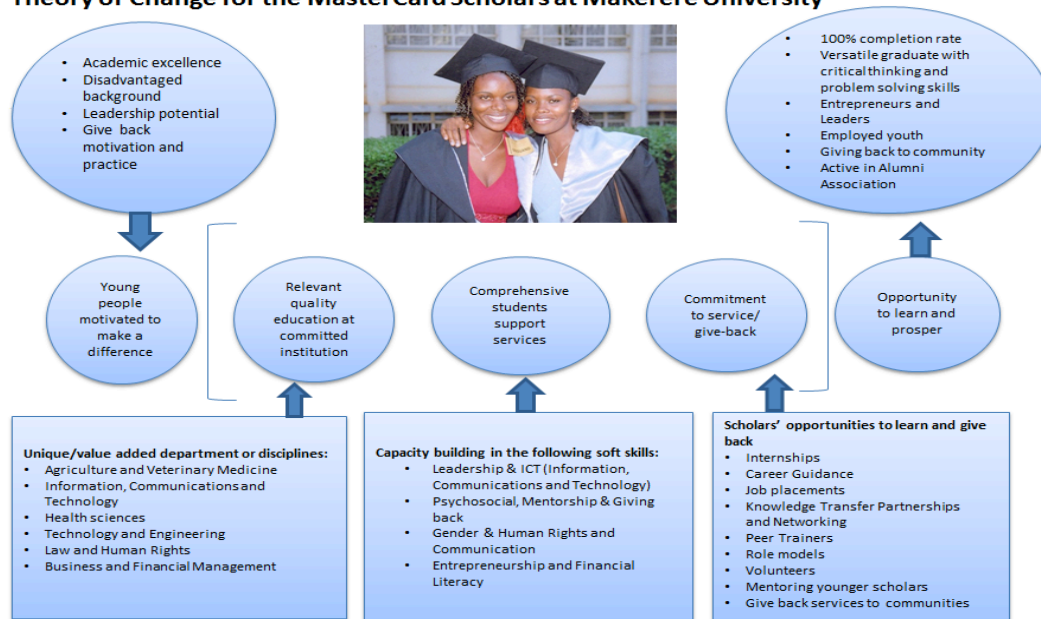
2.0 THE GOAL OF THE MASTERCARD FOUNDATION SCHOLARS PROGRAM AT MAKERERE UNIVERSITY:

“To educate and empower the next generation of African leaders at Makerere University”

3.0 THE MISSION OF THE MASTERCARD FOUNDATION SCHOLARS PROGRAM AT MAKERERE UNIVERSITY:

“To enable academically talented but economically disadvantaged youth in Africa access university education and transform into enterprising leaders meaningfully contributing to development.”

Theory of Change for the MasterCard Scholars at Makerere University



4.0 THE OBJECTIVES FOR THE MASTERCARD FOUNDATION SCHOLARS PROGRAM AT MAKERERE UNIVERSITY

- a. To increase access of academically talented but economically disadvantaged youths from the two lowest quintiles in the African region to Makerere University
- b. To provide relevant quality education in light of the required economic growth and development of Africa

- c. To provide comprehensive student support services for behavioural change by building the capacity of Scholars in life/soft skills.
- d. To establish and operationalise a psychosocial, mentoring and a welfare system for the Scholars.
- e. To follow up the academic progress of Scholars and inculcate a give back ethos within the scholars and alumni and track their service to the community
- f. To facilitate a robust and effective internship, career guidance, field attachment and job placement strategy for the Scholars
- g. To operationalise a comprehensive Monitoring, Evaluation and Learning (MEL) Framework using a Management Information System.
- h. To document, create awareness and publicise the partnership between The MasterCard Foundation and Makerere University
- i. To build the capacity building of project staff, establish networks and collaborations with partners of the MasterCard Foundation Scholars Program
- j. Ensure efficient and effective operational and strategic management of the project

5.0 ACTIVITIES FOR THE MASTERCARD FOUNDATION SCHOLARS PROGRAM AT MAKERERE UNIVERSITY

- a) **In order to increase access of academically talented but economically disadvantaged youths from the two lowest quintiles in the African region to Makerere University, the following activities shall be done:**
 - Publicity of the scholarship opportunities for 1,000 students for the African region at Makerere University from 2014 – 2024
 - Review the selection criteria that will underscore academic merit, financial need, leadership potential and commitment to service
 - In collaboration with key partners carry out the selection process of the potential scholars in line with the agreed selection criterion.
 - Conduct home validation and audits to ascertain the eligibility of the potential beneficiaries
 - Organise a public event to launch the project and announce the partnership between The MasterCard Foundation and Makerere University. All key stakeholders will be invited for the launch. It will also serve as an award ceremony for the MCF Scholars in the first year.
 - Organise Annual Award ceremonies for The MasterCard Foundation Scholars at Makerere University and publicise the partnership
 - Provide comprehensive support to the Scholars in form of: Tuition and Student Fees (Functional Fees), Housing and Meals, Books and School Supplies, Medical Insurance, Travel for National Students, Travel and Immigration costs, International, Remedial Courses, Monthly stipend, Laptops for Students.
- b) **In order to provide relevant quality education in light of the required economic growth and development of Africa, the following activities shall be done:**
 - Map out the professional courses that are relevant to the economic development of Africa (see No. 2 above)
 - Develop a database of secondary schools from disadvantaged/marginalised regions of Africa
 - Conduct sensitization and career guidance to potential applicants at local levels using the developed publicity materials, with emphasis on the professional courses identified.
 - Place the majority of scholars in the professional courses identified and collaborate with the respective Colleges/Schools for effective monitoring of their academic progress. All the MCF Scholars will be placed in the nine colleges and the school that are on the main campus for easier follow up.

- Organise and follow up on the Scholars internship involvement, give back expression and job placement opportunities.

c) To provide comprehensive student support services for behavioural change and build the capacity of scholars in life/soft skills;

The following thematic areas have been identified for the MCF Scholars Support Services: (a) Leadership and ICT (b) Psychosocial, Mentorship and Giving back (c) Gender, Human Rights and Communications and (d) Entrepreneurship and Financial Literacy. Firms/organisations/centres with expertise and experience on the thematic areas will be contracted to carry out these trainings during summer camps for a period of 2 weeks per year. The consulting organisations will be commissioned to develop detailed curriculum and tailor made training materials/manuals for the project. They will be contracted for the entire period of the project so as to build on the experience with the Project and will be monitored to ensure quality assurance. (See details in Qn. 7c)

- For year 1 (First cohort): All the Scholars will have training in the four thematic areas for a total of 12 days.
- In the second year the 50 scholars (First cohort) will receive extra training in Leadership and ICT (six days), and in Psychosocial, Mentorship and Giving back (six days).
-In the second year, the 100 new Scholars will be trained in the thematic areas of Gender, Human Rights and Communication for six days and Entrepreneurship and Financial Literacy for six days.
- In the years 3-6, the trainings will follow the pattern in the bullet above, with the continuing Scholars trained in Leadership and ICT for six days, and Psychosocial, Mentorship and Giving back for six days. The new cohorts will be trained in Gender, Human Rights and Communication for 6 days and Entrepreneurship and Financial Literacy for 6 days
- For year 7 (last cohort): Taking advantage of the experience curve, all the MCF Scholars will have Trainings in the four thematic areas for 12 days.

d) In order to establish and operationalise a psychosocial, mentoring and welfare system for the Scholars, the following activities shall be done:

- Develop a comprehensive psychosocial and mentoring strategy for the Scholars in light of the Child Protection Policy/Act for the Scholars
- Provide psychosocial, mentoring and counselling support to Scholars
- Provide orientation and induction into the new learning environment in order to welcome new students into the Scholars Program and support them to adapt.
- Offer support to fresh Scholars to address cultural sensitivity/shock, language difficulties, family problems or any other unique needs.
- Following up on their living and feeding conditions
- Monitor utilization of health/life assurance
- Supervise the provision of remedial/tutoring or extra academic support
- Follow up on issues on social and reproductive health services
- Proactively engage parents/guardians on the welfare of scholars
- Provide emergency response and crisis management training for Scholars will empower them to be security conscious and have skills to protect themselves and ensure safety for themselves and others. It will offer information on where to seek for redress in case of emergencies.

e) In order to follow up the academic progress of Scholars and inculcate a give back ethos within the scholars and alumni and track their service to the community, the following activities shall be done:

- Profile all Scholars and create a database and generate annually updated list of active students

- Organize a forum for Scholars per semester to track academic progress, Inculcate the spirit of philanthropy and enable scholars to understand the value of giving back.
 - Create a database of all Alumni and update it regularly
 - Coordinate a dynamic Alumni Association, offer opportunity to network, share experiences and organize get-togethers and other events to celebrate the transformation of Scholars from beneficiaries to benefactors.
 - Organise Annual Graduation Ceremonies and use the opportunity to recognise those who have excelled and appreciate those giving back.
- f) In order to facilitate a robust and effective internship, career guidance, field attachment and job placement strategy for the scholars, the following activities shall be done:**
- Facilitate internship opportunities, career guidance, and key support to enable a smooth transition from higher education to the workforce
 - Enable students get hands-on/real life experience they are expected to work in when they graduate.
 - Provide an opportunity for students to apply the principles and techniques theoretically learnt into real-life problem solving situation
 - Develop student understanding of work ethics, employment demands, responsibilities and provide job application guidance
 - Enhance and strengthen linkages between Makerere University and various stakeholders and offer an opportunity to interact with the potential employers and thus appreciate field situations that will also generate information for curricula review and improvement.
- g) In order to operationalise a comprehensive Monitoring, Evaluation and Learning (MEL) Framework using a Management Information System, the following activities shall be done:**
- Collaborate with Foundation staff and the Foundation’s learning partner, Mathematica Policy Research to develop a monitoring, evaluation and learning (MEL) framework
 - Develop a comprehensive database for the project
 - Partner with Foundation staff and Mathematica Policy Research to conduct a mixed methods evaluation of the program’s processes, outcomes and overall impact by tracking key indicators and identify areas for program improvement.
 - Collect data, analyse it and document the findings with concrete recommendations, to feed into learning.
 - Conduct tracer studies on Scholars give back in Uganda and in other Countries where the Scholars originate. (National and International Tracer Studies/monitoring)
 - With Foundation staff and Mathematica Policy Research, disseminate the results of impact and process studies through reports, articles and other publications and presentations.
 - Collect feedback key stakeholders to enrich the implementation of the project.
 - Ensure data security by applying approved data security controls and safety measures.
 - Using the developed MEL framework and database, train project staff on the importance of data management.
 - Commission an end of Project Evaluation
- h) In order document, create awareness and publicise the partnership between The MasterCard Foundation and Makerere University, the following shall be done:**
- Develop the Project Communication Strategy based on The MasterCard Communication Policy (Branding) and the Makerere University Communication Policy.
 - Establish communication platforms to engage students to tell their stories such as blogs, face book, publications, media talk shows, video recordings and an up to date web-site.

- Produce publicity materials and other publications about the project such as brochures, booklets, newsletters, magazines, calendars and posters to share key messages with various stakeholders
 - Produce an Annual MCF Scholars Directory that will profile the current Scholars and the Alumni and use it for follow up and mobilisation.
 - Ensure media coverage of the project activities and outcomes through adverts, newspaper supplements, radio programs, T.V talk shows
 - Facilitate smooth communication between stakeholders such as Makerere University with MasterCard Foundation, with Scholars, with parents/guardians, partners and governments.
 - Develop an interactive and updated website of the project
 - Organise public events/annual award ceremony that will publicise the partnership and create discussion around issues related to higher education in Africa
- i) **In order to build the capacity of project staff, establish networks and collaborations with partners of the MasterCard Foundation Scholars Program, the following shall be done:**
- Conduct refresher courses on Theory of Change, Project Management, Monitoring, Evaluation and Learning, and Customer care
 - Create a database of networks and collaborations and spell out the opportunities for collaborations
 - Actively participate in online discussions of the worldwide MasterCard Foundation
 - Attending regional and international meetings for MasterCard Scholarship Foundation partners
 - Participate in regional and international fora for MasterCard Foundation Partners
- j) **In order to ensure an efficient and effective operational and strategic management of the project, the following activities shall be done:**
- Recruitment of project staff, conduct staff performance appraisal and ensure their remuneration and motivation (see 3.5 for details)
 - Procure assets and equipment: Server, Laptops, Video cameras, Digital Cameras, Photocopier, Projector, Printers, and Scanner.
 - Ensure maintenance of equipments on a continuous basis for the above mentioned equipment.
 - Production of quarterly MEL, narrative and financial reports on the project

Table Showing the Proposed MasterCard Scholars at Makerere University from 2014-2024

Item	Scholars	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	No. of graduates (100% complete)
Cohort 1	50	50	50	50	20	5						50
Cohort 2	100	-	100	100	100	40	10					100
Cohort 3	150	-	-	150	150	150	60	15				150
Cohort 4	200	-	-	-	200	200	200	80	20			200
Cohort 5	250	-	-	-	-	250	250	250	100	25		250
Cohort 6	250	0	0	0	0	0	250	250	250	100	25	250
Total no. of scholars	1000	50	150	300	470	645	770	595	370	125	25	

Notes:

- This project provides for 10% intake of the total scholarships to international students and 90% to national (Ugandan) students.*
- 60% of the scholarships will be awarded to humanities and 40% to sciences.*

- iii. The ratio of 20:80 will relate male to female intakes
- iv. There are six cohorts recruited in the first six years and some students in the last cohort study up to the tenth year.
- v. Programs take 3-5 years. See details below.

6.0 PROJECT LEADERSHIP TEAM AT MAKERERE UNIVERSITY

