



**BUSITEMA
UNIVERSITY**
Pursuing Excellence

OPERATION & MAINTENANCE

OF ASSETS POLICY





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Maintenance of
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LIST OF **ACRONYMS**

AfDB	African Development Bank
EH&S	Environmental Health and safety
GOU	Government of Uganda
ICT	Information and Communication Technology
M & E	Monitoring and Evaluation
NEMA	National Environment Management Authority
O & M	Operation and maintenance
PDU	Procurement and Disposal Unit
PPDA	Public Procurement & Disposal of Assets Authority
PPDAA	Public Procurement & Disposal of Public Assets Act
PPE	Personal Protective Equipment
PWD	Persons With Disability

TERMS **DEFINITION**

In this policy unless the context otherwise permits,

Alteration

means additions to, deletions and modifications of existing structures, systems, or University plants.

Appropriate standard

means suitable state of acceptability for performance.

Asset with respect to maintenance

means any piece of equipment, property, or other physical item used in an institution's operations which includes a complex of buildings, structures (inclusive of Farm ones), roads and associated Services, Sports fields, Compound, Laboratory/ ICT Equipment, Furniture, vehicles and machinery etc.

Asset Management

means the systematic approach to the procurement, maintenance, operation, rehabilitation and disposal of one or more assets which integrates the utilization of assets and their performance with the business requirements of asset owners or users.

Level 1 Audit

means review of documents

Level 2 Audit

means review of documents with inspection

Level 3 Audit

means detailed inspection with collection of relevant data to provide a comprehensive report for maintenance.

Backlog Maintenance

means maintenance that is necessary to prevent the deterioration of an asset or its function but which has not been carried out.

Corrective Maintenance

means the actions performed as a result of failure to restore an asset to its original condition as far as practicable. Corrective maintenance may or may not be programmed.

Deferred Maintenance

means maintenance which is due to be carried out in the current financial year but which will not be carried out because of a shortage of funds or unavailability of maintenance parts and time.

Effective maintenance

means appropriate timely action taken to maintain an asset.

Emergency maintenance

means maintenance that is carried out to prevent or address a risk to life or property. Delay or failure of which can cause injury, loss of life, threatened health or serious property damage.

Ordinary wear and tear

means reasonable use of the building, plants and fixtures by the user and the wear and tear imposed due to the operation of natural forces.

Good working condition

means in an appropriate state of functionality.

Maintenance

means the act of keeping Assets in acceptable condition or at prescribed level of performance.

Operation

means the active process of utilizing an asset

Preventive Maintenance

means the actions performed to retain an item or asset in its original condition as far as practicable by providing systematic inspection, detection and prevention of incipient failure.

Routine Maintenance:

Ongoing, regularly scheduled maintenance duties to maintain habitable, safe and clean Assets. Statutory Maintenance means maintenance that must be carried out to meet statutory requirements

INTRODUCTION

Busitema University was established as a public University under the Universities and Other Tertiary Institutions Act, 2001 (Establishment of Busitema University Instrument No. 22 of 25th May, 2007). Busitema is a Multi – Campus University with its Headquarters located at Busitema along Jinja- Tororo highway. The campuses are: Busitema, Nagongera, Namasagali, Arapai, Mbale, Pallisa and Kaliro Campuses.

MANDATE

The Mandate of the University is: To provide higher education through teaching, research and outreach.

VISION:

“A Centre of Academic and Professional Excellence in Science, Technology and Innovation”.

MISSION:

“To provide high standard training, engage in quality research and outreach for socio-economic transformation and sustainable development”.

CORE VALUES

In pursuit of her Vision and Mission, the University is guided by the following core values:

- i. Excellence
- ii. Relevance
- iii. Innovativeness
- iv. Professionalism

- v. Ethics and integrity
- vi. Internationalization
- vii. Respect for Diversity

PRINCIPLES OF THE POLICY

The following are the guiding principles:

- i. To promote value for money in management of university assets
- ii. To ensure professionalism in handling the maintenance activities of university Assets
- iii. To ensure Quality in maintenance of university assets
- iv. To ensure Efficiency in maintenance of university assets and equipments
- v. To ensure Equity and inclusiveness in the utilization of university assets
- vi. To promote safety in the management of university assets

e) **Laboratory Equipment**

All laboratory equipment or machines shall be adequately operated, inspected, cleaned, maintained, tested, standardized and stored to ensure maximum output, durability and performance.

Policy Actions:

Equipment/Machines/Instruments/Apparatus/devices

- i. Equipment service contract may be signed after the warranty period.
- ii. Standard Operation Procedures will be availed and displayed at point of Use
- iii. There shall be use of maintenance logs at user points
- iv. User training will be availed to all responsible users.
- v. Equipment Job cards shall be availed by all responsible users.
- vi. Availability of competent personnel for manning the Equipment shall be ensured
- vii. All Equipment shall be installed and maintained in conducive environment
- viii. An equipment traceability log shall be maintained
- ix. Proper power filters shall be based on manufacturer recommendation.
- x. Routine calibration and validation of equipment-logs shall be carried out.
- xi. Continuous competence assessment of the equipment users shall be done.
- xii. Responsible officers shall ensure proper storage of equipment.
- xiii. An equipment inventory shall be put in place.
- xiv. A maintenance toolkit shall be availed in the engineering unit.
- xv. Proper storage and disposal in line with Material Safety Data Sheet (MSDS) and national regulation shall be ensured for reagents and chemicals. Their management shall be underpinned by use of

Safety Act 1998 as amended, Public Service Standing Orders 2010, Auditor Generals Act 2008, Persons With Disability Act 2006 and the National Youth Policy 2018.

3.0 RATIONALE OF THE POLICY

This policy is formulated to promote effective and efficient acquisition, operation, maintenance and disposal of the university assets. The policy will help the university monitor and manage its assets using a systematized management approach sustainably. The net benefits include but not limited to improvements in performance and productivity of the assets, increase in output and job satisfaction.

4.0 MAIN GOAL AND OBJECTIVES OF THE POLICY

4.1 Main Goal

The main goal of this policy is to ensure that there is a systematic process of developing, acquisition, operating, maintaining, controlling, repairing, upgrading and disposal of University Assets in the most cost effective way.

4.2 Specific Objectives

The specific objectives of this policy are:

- i. To put in place governance and administrative structure to

- guide the operation and maintenance of University assets.
- ii. To provide guidelines for procurement, custody, operation and disposal of University assets.
 - iii. To provide guidelines for budgeting and funding of operation and maintenance of assets.
 - iv. To establish standards for maintenance of university assets.
 - v. To promote proper planning for operation and maintenance procedures of the University assets.
 - vi. To provide for regular audit of assets.

5.0 POLICY FOCUS AREAS

The focus areas of this policy are:

5.1 Governance and Administration

There shall be a Governance and Administrative Structure to guide and implement this Policy.

Policy Actions:

- i. To constitute a University Operation and Maintenance Committee comprising of: the Accounting Officer, a representative of Academic Deans, Finance Department, Estates and Works Unit, ICT Directorate, Stores Unit, Quality Assurance Directorate, Planning Directorate, Library Affairs Department, Students Affairs Department and any other co-opted person (s) relevant to the business at that time. The Committee shall be chaired by the Accounting Officer.

The University Operations and Maintenance Committee shall:

- a. Develop the University's operation and maintenance of assets strategic plan
- b. Develop the annual operation and maintenance of assets workplan and budget
- c. Develop relevant specific policies and or handbooks for the implementation of the focus areas.
- d. Monitor the implementation of the Operation and Maintenance Policy including its strategic plan.
- e. Receive, consider and approve operation and maintenance of asset needs assessment and related reports.
- f. Develop a risk Management framework.

ii. There shall be a faculty or departmental or directorate level operation and maintenance committee composed of five (5) members appointed by the head of the entity and any other co-opted person(s) relevant to the business at that time.

The Committee shall perform the following functions:

- a) Conduct user needs assessment.
- b) Initiate plans and budget for needs assessed.
- c) Develop annual operational and assets maintenance plan.
- d) Approve and monitor assets maintenance schedules.
- e) Make recommendations for improvement and maintenance of assets and service status.
- f) Plan and organize trainings for operational staff including operators, drivers and other technicians at given campuses.

- iii. The University operation and maintenance committee shall meet quarterly, while the faculty or departmental/ directorate level committee shall meet at least once in a quarter.
- iv. The Faculty or Departmental/ Directorate level Committee shall report to the University operation and maintenance committee, which in turn shall report to the University Management.

5.2 Procurement, operation, Custody and Disposal of Assets

The University will promote Value for Money, end user satisfaction, efficiency and sustainability in procurement and disposal of its Assets, and service providers for maintenance of the Assets.

Policy Actions:

- i. All procurements and disposals shall be done in accordance with the PPDA Act and regulations.
- ii. All assets acquired shall be recorded in the assets register and depreciated annually.
- iii. The assets register shall be updated as and when the assets are acquired, maintained, depreciated and disposed.
- iv. Assets won or received under grants shall be declared and captured in the University's assets register.

5.3 Budgeting and Funding Responsibilities

Busitema University will be responsible for funding the Assets repairs and maintenance due to ordinary wear and tear. Any person who willfully damages or destroys, or causes wear and tear of University Asset shall be liable and shall make good the loss.

Policy Actions:

- i. The budgeting for operation and maintenance will follow the budgeting process of the University
- ii. The relevant technical department, directorate (Unit) will coordinate budgeting for the operation and maintenance of the University assets
- iii. The respective operation and maintenance committee at departments/faculties or directorates shall be responsible for budgeting of the assets operation, repair and maintenance at their level.
- iv. For every financial year there shall be budget to perform routine maintenance at faculty level, while the budget to perform major maintenance shall be provided centrally.

5.4 Maintenance Standards

The University shall ensure that the assets are effectively and efficiently maintained to the best standard meeting statutory obligations, operational needs and the University set goals.

Policy actions:

- i. Maintenance staff shall ensure that all the assets are operated and maintained timely and effectively.
- ii. Maintenance staff shall ensure that all the assets are kept in good working conditions.
- iii. Maintenance staff shall ensure that all assets are maintained to their appropriate standard.
- iv. Maintenance staff shall ensure health and safety are maintained for conducive work environment.

5.5 Maintenance Planning

Maintenance planning shall be done putting in consideration timeliness, scope, quality and reasonable cost.

Policy Actions:

- i. All maintenance activities shall be clearly identified and documented at the beginning of each planning season.
- ii. The maintenance activity will be used to inform the maintenance organizational structure required to perform the critical work to be executed.
- iii. There shall be activity schedules for all maintenances.
- iv. The maintenance activity schedule will be used as basis to determine the tools, equipment and other resources required to perform the required maintenance.
- v. Emergence maintenance shall take precedence over other types of maintenance
- vi. The outsourcing or use of alternative delivery mechanisms to perform tasks, or groups of maintenance tasks shall be considered whenever deemed necessary.
- vii. If equipment is new to the inventory, manufacturer's recommendations in respect of maintenance shall be used.
- viii. Where manufacturer's recommendations do not exist, and similar equipment exists, experience based on historical maintenance information may apply.

5.6 Maintenance Procedures

5.6.1 Preventive Maintenance Procedures

Every effort shall be made to retain an asset in its original condition as far as practicable by providing systematic inspection, detection and prevention of incipient failure.

Policy Actions:

- i. Inspections shall be conducted as scheduled by the faculty/department/directorate.
- ii. Inspection data shall be reviewed quarterly .
- iii. The inspections will be documented to sufficient details on standard forms approved by the Operation and maintenance committee.
- iv. Information from the inspection forms will form basis for appropriate maintenance intervention.

5.6.2 Emergency Maintenance Procedures

Every effort shall be made to carry out emergency maintenance as promptly as possible in order to avoid injury, loss of life, threat to health or serious property damage.

Policy Actions:

- i. The responsible maintenance supervisor shall be contacted immediately in case of emergency.
- ii. All emergency maintenance works shall be expeditiously implemented.

5.6.3 Routine Maintenance Procedures

Efforts shall be made to carry out regular and scheduled maintenance to attain habitable, safe, sound and clean assets.

a) Buildings

The University buildings shall be effectively utilized and maintained to ensure habitable, safe and conducive environment.

Policy Actions:

- i. Exterior and interior walls shall be maintained through rendering, painting and other appropriate treatment to prevent deterioration.
- ii. All roofing components shall be maintained to preserve a weather tight seal and prevent abnormal deterioration.
- iii. Gutters, Downspouts, and Splash Blocks shall be properly aligned and secured to the buildings and correctly positioned to receive the impact of drainage water.
- iv. Overhangs shall be maintained with fascia and soffits properly secured and free from deterioration.
- v. Windows, Doors, Screens, and Shutters shall be maintained in good working conditions.
- vi. Electrical equipment and distribution system within each unit shall be maintained in a safe and usable condition, in conformance with national and local building codes.
- vii. Plumbing system and fixtures specific to facilities shall be user friendly to all including persons with disabilities, maintained in a good and safe operating condition and free of leaks and drips.
- viii. Heating, ventilation and air conditioning systems shall comply with applicable standards.
- ix. Extermination/Pest Management: Maintenance staff shall be provided with the proper training, equipment, insecticides, and bait necessary to maintain an efficient, effective and environmentally sound vermin and pest control program.
- x. Old and dilapidated structures shall be pulled down under technical guidance of the responsible person and following set standards and procedures.
- xi. The University shall provide suitable, accessible and easy to find building premises to all categories of people including

Persons With Disabilities.

- xii. The University shall make efforts to replace asbestos on all roofs in all its campuses.

b) Farm structures

The University farm structures shall be effectively utilized and maintained to ensure habitable environment for the livestock for higher productivity.

Policy Actions:

- i. There shall be a technical person for each Farm Unit.
- ii. There shall be schedule for maintenance approved by the Faculty Committee.
- iii. Records for various maintenance activities shall be properly kept.

c) Gardens/Grounds Maintenance

The University Gardens/Grounds shall be properly utilized and maintained to enhance University image and provide an attractive and conducive setting for its users and general public.

Policy Actions:

- i. All public areas within the University facility shall be regularly maintained.
- ii. Grounds and landscaped areas shall be kept clean.
- iii. All compound workers shall be equipped with relevant tools/ equipment and protective gears as per the nature of activity.
- iv. All lawns will be regularly slashed or mowed.
- v. All grass, trash and debris shall be deposited in a bag or other approved container or dumped in appropriately gazzeted pits within the campus.

- vi. The University shall liaise with the respective local authorities for larger volume of garbage collection and dumping.
- vii. All maintenances shall be timely as per the schedules to the best standard.
- viii. Planted trees, beds, grass or ground cover, shrubs and hedges shall be timely pruned, weeded and trimmed.
- ix. Grass, flowers, shrubs and trees shall be planted in appropriate places.

d) Furniture

All Furniture shall be properly utilized and maintained to ensure user friendliness and longevity.

Policy Actions:

- i. All furniture will be recorded in the central University and departmental/ faculty asset registers
- ii. All furniture shall be engraved prior to dispatch to the end users.
- iii. Bulk purchase of furniture shall be encouraged to ensure value for money, quality and uniformity.
- iv. Movement of furniture outside their designated locations is prohibited except when duly authorised.
- v. Fixed compound seats and benches may be encouraged for all outdoor sittings.
- vi. A bi-annual stock taking (twice a year or once a semester) shall be conducted at the various departments/ faculties to ascertain furniture status for various interventions.
- vii. User units shall be at the fore front to identify furniture due for repair or disposal and shall also capture it in the disposal plan. The assets due for disposal shall also be returned.

e) **Laboratory Equipment**

All laboratory equipment or machines shall be adequately operated, inspected, cleaned, maintained, tested, standardized and stored to ensure maximum output, durability and performance.

Policy Actions:

Equipment/Machines/Instruments/Apparatus/devices

- i. Equipment service contract may be signed after the warranty period.
- ii. Standard Operation Procedures will be availed and displayed at point of Use
- iii. There shall be use of maintenance logs at user points
- iv. User training will be availed to all responsible users.
- v. Equipment Job cards shall be availed by all responsible users.
- vi. Availability of competent personnel for manning the Equipment shall be ensured
- vii. All Equipment shall be installed and maintained in conducive environment
- viii. An equipment traceability log shall be maintained
- ix. Proper power filters shall be based on manufacturer recommendation.
- x. Routine calibration and validation of equipment-logs shall be carried out.
- xi. Continuous competence assessment of the equipment users shall be done.
- xii. Responsible officers shall ensure proper storage of equipment.
- xiii. An equipment inventory shall be put in place.
- xiv. A maintenance toolkit shall be availed in the engineering unit.
- xv. Proper storage and disposal in line with Material Safety Data Sheet (MSDS) and national regulation shall be ensured for reagents and chemicals. Their management shall be underpinned by use of

stock cards and software in supply chain management.

xvi. All Biomedical wastes shall be managed following medical waste segregation and NEMA-Build incinerators and standard pits.

xvii. All operating personnel shall ensure use of personal protective equipment, availability of first aid box and fire extinguishers

f) ICT

ICT equipment shall be maintained within the provisions of the approved Busitema University Information and Communication Technology (ICT) Policy.

g) Vehicles and Machinery

The maintenance for vehicles and machinery will be carried out within the approved Busitema University Transport and Plant Management Policy.

h) Workshop equipment

All workshop equipment, machines, instruments and tools shall be adequately operated, inspected, cleaned and maintained to ensure maximum output, durability and performance.

Policy Actions:

- i. Equipment service contract may be signed after the warranty period.
- ii. Standard operation procedures shall be availed at points of use.
- iii. Regular servicing including lubrication greasing and tightening of loose parts shall be done.
- iv. There shall be use of maintenance logs at user points.
- v. User training shall be availed to all responsible users.

- vi. Equipment job cards shall be availed by all responsible users.
- vii. Proper equipment storage against dust, theft and weather elements shall be ensured.
- viii. Equipment inventory shall be undertaken bi-annually.
- ix. Toolkits shall be availed for maintenance of the equipment.
- x. All operating personnel shall ensure use of personal protective equipment (PPE), availability of first aid box and fire extinguishers.

i) Roads

All roads shall be maintained to provide continuous acceptable conditions for uninterrupted, safe and economic travel throughout the year.

Policy Actions

- i. Roads shall be regularly inspected against any obstacles.
- ii. Access culverts shall be maintained by regular desilting and repairs.
- iii. Side drains shall be maintained to the right standard to promote free flow of surface water.
- iv. Regular surface grubbing of roads and pothole filling including resurfacing where applicable shall be ensured.
- v. Road surfaces shall be maintained to retain the engineered features (the right camber, cross-fall and longitudinal gradient).
- vi. Where applicable restrictions in terms of speed limits and tonnages shall be fixed and installed.
- vii. Where applicable, make appropriate adjustments or provide an alternative to existing road(s) to enable PWD access the University facilities.

5.6.4 Work Request System

Maintenance staff shall make repairs with authorized work request form within established time frames.

Policy Actions:

- i. Users shall submit maintenance service request.
- ii. Maintenance requests shall be received, recorded and processed by the maintenance team.
- iii. Maintenance team shall determine the scope of work and timeframe.
- iv. A job card shall be prepared using the established scope of work and timeframe.
- v. The maintenance officer shall present a job card to the head of user unit.
- vi. On completion of work, the head of user unit and maintenance officer shall append their signatures.

Response to user's work requests

Response to emergency work requests shall be within the same day as received while response to normal user's work requests shall be within maximum of three (3) days.

Policy Actions:

- i. Develop operations /follow up procedure, monitoring system, preventive maintenance schedules and operation and management program.
- ii. Provide maintenance staff necessary tools, equipment, supplies and materials to perform minor maintenance work.
- iii. Ensure timely response to users requests

5.6.5 Assets Service Maintenance

Assets service maintenance work shall be initiated through user's requests and performed to curb irregular service performance.

Policy Actions:

- i. Electrical, Plumbing, broken window panes, floor tile and roof/ceiling leaks repairs shall fall under emergency or routine maintenance depending on the conditions at hand.
- ii. Departmental emergency during normal working hours where a repair must be made immediately by an outside vendor or manufacturer, the department shall prepare a requisition and obtain approval from the responsible officer.
- iii. To request repairs or service for computer equipment, users shall liaise with ICT directorate to coordinate repairs.
- iv. To request repairs or service for any automobile equipment, users should liaise with the estates unit to coordinate the repairs.
- v. For repairs of equipment, the following information should be indicated on the requisition:
 - a. Name, make, model, and serial number of each item to be repaired
 - b. Nature of the repair
 - c. An estimated amount for the repair and any additional comments.

5.7 Assets Audit

An Assets audit shall be carried out by authorized technical personnel every year. Audits will be carried out in accordance with the policies. The audit scope will encompass assessment of compliance with statutory requirements, condition of the asset, functionality and space utilization. Where resources are available, audits will be carried out at 3 levels.

Policy Actions:

- i. Each asset shall undergo a level 1 audit each intervening year.
- ii. Each Asset shall undergo a level 2 or level 3 audit every five (5) years.
- iii. Asset audit will inform appropriate maintenance intervention.

6.0 POLICY APPLICABILITY

This policy is applicable to all assets owned and operated by the University. The policy shall apply to all the users of University assets. These users shall include all students, staff, guests and other stakeholders of the University.

7.0 IMPLEMENTATION STRATEGY OF THE POLICY

- a. This policy shall be implemented by the University's accounting officer and supported by the respective relevant technical units, directorates or departments.
- b. The Accounting officer shall provide leadership, general direction in the following:
 - i. Monitoring the implementation of the policy.
 - ii. Monitoring the use of allocated resources to ensure efficient and effective implementation of the policy.
 - iii. Resource mobilization in support of the operation and maintenance of the Assets.

c) The faculty deans, Directors and heads of departments have the overall responsibility of developing standard operating procedures and implementation of assets maintenance strategy. The faculty deans, directors and heads of department shall report on the status and effectiveness of the maintenance strategies within their respective entities to Management.

d) The relevant heads of technical directorates/departments/units have the primary responsibility for the implementation of the objectives and principles contained within this policy across campuses, faculties and departments for all assets under their respective jurisdiction through:

- i. Managing and control of operations and maintenance of the assets of the university
- ii. Taking custody of all the university's assets (both movable and immovable)
- iii. Conducting regular surveys on the condition of the university's assets

e) The respective technicians shall be responsible for the day to day operation and maintenance of these Assets. Their responsibility shall be but not limited to the following:

- i. Ensure general cleanliness of the University Assets
- ii. Maintain the Assets and equipment in good working condition
- iii. Conduct routine inspection and maintenance of assets or equipment.
- iv. Timely reporting of damages and interventions beyond their jurisdiction through their supervisors.

8.0**MONITORING AND EVALUATION
(M & E)**

Management will put in place mechanisms for monitoring and evaluation of this policy. The implementation of this policy shall be monitored and evaluated for effectiveness and efficiency through meetings, inspections, audit reports and review of implementation reports considering set goals and objectives. Monitoring will be done regularly. Evaluation shall be conducted annually to measure the outcome of the policy.

9.0**PENALTY**

Violation of any of the provisions of this policy shall attract disciplinary action following the University's policies and the national laws. The violations shall include but not limited to the following: theft, breakage, misuse, unauthorised use, negligence, vandalism and failure to maintain proper records.

10.0**POLICY REVIEW**

The Operation and Maintenance of Assets Policy may be reviewed by management with approval of council.

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