



Institute for National  
Transformation

# THE EDICT

**ALUMNI NEWSLETTER**

VOL 2: ISSUE 2 MARCH, 2018



# EDITORIAL

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**W**e are so excited to share the second edition of the Institute of National Transformation (INT) alumni newsletter! Another amazing year is behind us. In this newsletter; you will read interesting articles about the role of Think Tanks in Africa's development; and an article on building the Uganda we want. You will also understand some basic observations from faculty who let us know what students are not taught in Law School. If you have been wondering; how you can improve your own prayer life in order to increase dominion over your sphere of influence; the article on the Watchman will offer insight and encouragement. You will also have a glimpse into the History Makers 4 training and understand what some are doing to improve Africa's brand identity.



If you would like to find out more about the INT Oakseed Executive Leadership Programme, please send email to Harriet at [intuganda@gmail.com](mailto:intuganda@gmail.com).

We have all been given an assignment. We would love to hear from you. Let us know what you are doing to transform your sphere of influence. We continue to hope that these stories and tips will propel you into becoming a leader of excellence.

Kindly send in your contributions to the 2018 newsletter. Articles will be assessed on rolling basis. Articles should be 500-1500 words in length including spaces. The deadline for submission of articles for the 2018 newsletter is Wednesday, October 31, 2018. Please send all your submissions to [intalumniarticles@gmail.com](mailto:intalumniarticles@gmail.com). Title of email: Newsletter Article Submission.

Your feedback and suggestions are highly appreciated.

Angelina M. Twinomujuni  
INT Media/Communication Sphere Coordinator

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# GREAT NEWS AROUND US!



**Uganda  
Christian  
University**

## SCHOOL OF MEDICINE

### **Greetings in Christ.**

It is with joy and utmost gratitude to God for me to announce that on Monday, March 12, we received from the National Council for Higher Education the letter of accreditation for the two programmes (amongst others) to be offered by UCU.

1. Bachelor of Medicine and
2. Bachelor of Surgery,
3. Bachelor of Dental Surgery.

Henceforth UCU will be training Medical doctors and Dentists. We shall be informing you about the starting date soon. You will recall that this programme will be taught mainly at Namirembe; the historic and first Hospital in Uganda, Mengo Hospital, is our teaching Hospital.

I thank His Grace, the Archbishop and Chancellor of UCU, who was very instrumental in bringing UCU and Mengo Hospital together to this understanding.

I also thank you all for your prayers over the long wait. People have given us prayer support within Uganda and abroad. Thank you.

We thank the LORD who in His gracious ways caused many students to apply for entry into the programme even before it was accredited, without any solicitation or advertising the programme! We got over 200 applicants last year alone.

I also thank the many Christian medical workers who have worked hard to bring to birth this school. They had a committee to prepare for this. Whenever we needed assurance to the National Council for Higher Education during this process, these Christians from across the denominational divide have been dependable to find a solution. Praise the LORD for them. Their one conviction has been that Uganda Christian University has made a Christian mark as a success story both nationally and globally. They believed that this Christian university is necessary to and for Africa.

Needless to say, this is just the beginning but an exciting journey, which has began. Let us remember that the Church of Uganda pioneered the training of medical personnel in Uganda, especially in Nursing. And the Church of Uganda has been at the forefront of education; she currently has the largest number of primary and secondary schools in the country. We owe it to our country, our continent and to the global family, to equip Christian medical personnel using our tested and proven Christian ethos.

### **Pray for the UCU School of Medicine:**

God to be seen and glorified through this endeavour. That the School will reflect what UCU has come to be known for, as a truly authentic Christian institution.

That the LORD will provide the necessary resources: finances, equipment, buildings and personnel. We shall need more spaces and more facilities, especially as the years go by. What we have now is for the first intake only of up to 70 students.

The student selection process. While many have already applied, we can take at most 50 for Medicine and 20 for Dentistry in each year.

Pray for the staff that we have so far selected: the Dean of the School and his staff members.

God's wisdom to us as Management and indeed the University Council, to be faithful to God's purpose in this school. May each step be immersed in prayer, filled with the love of God.

God is repeating what He did before through missionaries like Dr. Alfred Tucker; a small seed but we know He will cause it to grow.  
**Amen.**

*Blessings in Christ  
Rev. Canon Dr. John Ssenyonyi  
Vice Chancellor*

# THE ROLE OF THINK TANKS IN POSITIONING AFRICA FOR THE 21ST CENTURY



**DR. JAMES MAGARA**

**T**he jelly-like mass of tissue called the brain, located in every human head is the most complex organ in the body. Weighing around 1.4 kilograms, with billions of nerve cells, it is the source of every thought and action. While one can do without some parts of the body, without the brain or with a damaged one, meaningful life cannot exist. A national think tank is to a nation what the brain is to the human body. For a country to make sense of its local and global environment and respond in the most appropriate way, there must be a collective thinking center or an interconnected one that receives and processes information and then makes actionable recommendations. The first precondition for development is transformational servant leadership. A fundamental responsibility of such leadership is to build national think tank capacity and use it for the design, implementation, and monitoring of development.

Due to the abundance of capacity in all fields in developed nations, the role of think tanks may not be well

appreciated in these countries. But even then, there is always an identified center such as the National Economic Council of USA to advise the leadership. Leaders of developed nations depend a lot on information coming out of think tanks to make decisions. Former President Ronald Reagan of the USA and former Prime Minister Margaret Thatcher of the UK, in particular, relied heavily on both state and non-state think tanks in their economic policies. Even Russian President Mikhail Gorbachev is reported to have been influenced by an American think tank. The role of think tanks is more fundamental in developing nations.

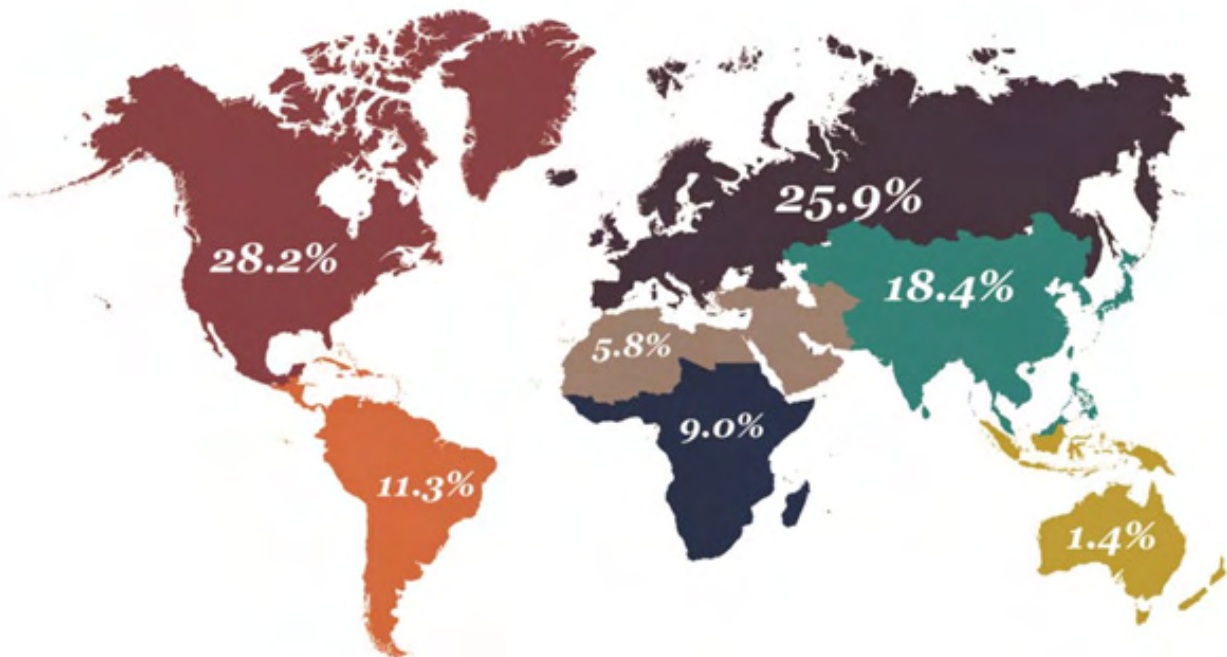
In almost all the emerging economies the first significant action of visionary leadership was the creation of robust, intellectually autonomous national think tank capacity either in an institute such as the Korean Development Institute (KDI) or as a stand-alone unit of the public sector such as the National Economic Bureaus in many East Asian countries. Additionally, such countries encouraged the development of think tank capacity outside government in academia, independent insti-

tutes and organizations to complement and challenge official think tanks.

Development is knowledge and thinking intensive. The case studies of Botswana and the East Asian nations show the need for having think tank capacity developed at the national level. A country may receive all kinds of help in development advice from external sources but just as the brain of a third person cannot be borrowed wholesale but rather only its expressed thoughts, so is national think tank capacity. It can, therefore, be opined that the lack of adequate development of think tank capacity has been a major constraint on African development. That constraint must now be removed for African countries to experience accelerated development.

Professor Stephen Adei of Accra, Ghana likens a country without think tank capacity to a human being without a brain. Such countries “without brains” are doomed to be “hewers of stone and drawers of water” for those who do. Just like the brain is dedicated to receiving and processing information, nations need institutions dedicated to analyzing trends, current situations, and planning for the future. Economic planning is essential in fast tracking growth and development. In the case studies used in this treatise, governments took the central role in forecasting and planning at national level. It is hard to achieve good planning when this function is left to chance, to a few individuals or outsiders. Africa still trails the world in the presence of think tanks (Figure 7.1).

### Global Distribution of Think Tanks by Region



Source: McGann, J. G. (2016). 2016 global go to think tanks report and policy advice: Philadelphia, PA USA: Think Tanks and Civil Societies Program, International Relations Program, University of Pennsylvania. Retrieved from [http://repository.upenn.edu/cgi/viewcontent.cgi?article=1011&context=think\\_tanks](http://repository.upenn.edu/cgi/viewcontent.cgi?article=1011&context=think_tanks)

In the past sixty years, African countries have concentrated on trying to catch up with the rest of the world and trying to follow the roads others have walked instead of concentrating on finding their own roads. In the process, ready-made development recipes like Structural Adjustment Programs (SAPs) and Poverty Reduction Strategy Papers (PRSPs) have been followed without regard to prevailing local situations or the aspirations

of the people affected. The experience of the developed world and the more recent experiences of East Asian nations show that both state and non-state think tanks have crucial roles in improving the planning frameworks to translate development aspiration and priorities into concrete results. As the case studies have shown, think tanks are critical to the development of effective national policies and programs and their execution.

# THE ROLE THINK TANKS PLAYED IN THE EMERGING ECONOMIES

In his examination of development over the last sixty years, Professor Stephen Adei points out eight factors that combined to generate the fastest growth and improvement in human history:

1. Visionary, transformational leadership within the context of a developmental state.
2. Capable, patriotic and committed national think tanks put in place by the national leaders to elaborate, design and lead in the implementation of credible long-term development vision and agenda backed by “political will.”
3. A governance framework that assured peace and national unity for an appreciably long period, enabling the country to implement an agenda of transformation.
4. The building of an efficient, motivated and less corrupt public service especially the core civil service in implementing effective sector policies.
5. Systematic development of the human resources of the country, achieving about a hundred percent enrolment in functional primary schools with a majority of learners progressing through the secondary cycle of education capped by a science and technology biased tertiary education for twenty percent or more of the relevant age groups.
6. Creation of an enabling environment for non-state economic actors to engage in productive activities with active collaboration between the state and non-state actors to create internationally competitive industries and institutions.
7. Systematic sustained and focused improvement in socio-economic infrastructure and institutions resulting in a reduction in the cost of doing business and achievement of international competitiveness.
8. Taking advantage of global trends and niches - developing national capacity to exploit them in a dynamic context.

The catalyst seems always to have been visionary, transformational leadership supported by national think tank capacity. Think tanks have an irreplaceable role in a developing state. They help in crafting a national vision, elaborating the agenda, assisting in implementation, monitoring, evaluation, and making corrective actions. They are essential in anticipating policy shifts and guiding leadership in taking timely action. No individual leader - let alone busy politician - can do this alone. Politicians do well to create the political will to seek the best advice.

East Asian leaders like Lee Kuan Yew of Singapore and Park Chung-hee of South Korea remained fresh with ideas and guided their countries through quality development policies while many African leaders became dysfunctional over time. One major reason is that the visions of the East Asian leaders soon became owned by capable and trusted think tanks that supported the prosecution of national agenda. In other words, the leaders enlarged their capacity by borrowing the minds of the best thinkers and researchers in the country. The emerging economies of the last fifty years have succeeded on the back of effective national leadership and on the brains of indigenous think tanks able to borrow ideas from others’ experiences, which they contextualized for national application.

The development of Africa requires more private think tanks both as sources of new ideas and research, and as alternate sources of thinking about development vision, agenda, policies, and programs. The experience of emerging economies in the last fifty years has shown that development is knowledge and thinking intensive. Lack of capacity in these areas disadvantaged many countries while those that developed strong capabilities in this regard prospered despite the odds.

By 2050, 1.8 billion babies will be born in Africa; the continent’s population will double in size; and its under-18 population will increase by two thirds to reach almost 1 billion. Africa is the only region where the population is projected to keep increasing throughout the 21st century. Currently, there are 1.2 billion people on the continent, more than five times the population in 1950. By 2050, Africa’s population will double to 2.4 billion, eventually reaching 4.2 billion by the end of the century, just about the entire world population in 1977. Africa is not the first region in the world to undergo such rapid population growth. America in the nineteenth century, China and the Asian sub-continent

in the first half of the twentieth also experienced the same. The difference with the African experience is that the growth is happening at a time of the most rapid global socio-economic and political changes ever, and from a rural unskilled population base. In addition to the rapid population growth is the large-scale migration to urban areas. By 2030 fifty percent of Africans will be living in cities, growing from 36 percent of the population in 2010. Africa's population of potentially productive youth will be the highest in the world. The continent's urbanization rate, the highest in the world, can lead to economic growth and transformation, at par with or even better than the current trajectories of China and other East Asian countries. However, without transformation, it can steer further into increased inequality, urban poverty, the proliferation of slums, and even social chaos such as that of the 'Arab Spring'. Laws, policies, and actions needed to reap real dividends from Africa's urbanization are therefore critical in the continent's transformation.

So, in what ways can think tanks benefit African countries as they move further into the twenty-first century? The author postulates eight areas in *Positioning Africa for the 21st Century*:

1. Formulation Of Indigenous African Development Paradigms
2. Development Of Effective Policies And Management Of Policy Shifts
3. Effective Collaboration With Development Partners
4. Improving The African "Ideas Market"
5. Riding The Globalization Wave
6. Advocacy
7. Capacity Building And Technical Support
8. Preparing Africa For The Future

In conclusion, the need for African leaders to develop a long-term thinking mind set in planning for the next generations cannot be overemphasized. Indigenous think tanks have a critical role to play. Additional information on the role of think tanks in Africa's development are available in the book, **Positioning Africa for the 21st Century**. Copies are available at Aristoc Book Shop and all leading bookshops in Uganda at UGX 90,000=, The online version is also available on Amazon: follow the link: <https://www.amazon.com/Positioning-Africa-21st-Century-Leadership-ebook/dp/B076CR2X1G>

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<sup>1</sup>Adei, S. (2009, July). The critical role of the development of think tanks for Africa's development. Paper presented at the meeting of SALT Institute, Kampala, Uganda.

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<sup>1</sup>Mbadlanyana, T., Cilliers, J., & Sibalukhulu, N. (2011). Shaping African futures: Think tanks and the need for endogenous knowledge production in sub-Saharan Africa. *The Journal of Futures Studies, Strategic Thinking and Policy*, 13(3), 64-84.

# BUILDING THE UGANDA WE WANT

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*The writer is a senior lecturer teaching international relations and diplomacy and he is also the Deputy Principal, College of Humanities and Social Sciences, KIU, Kansanga.*

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Uganda the Pearl of Africa has suffered untold challenges since gaining independence from Britain in 1962. Upon attaining independence, the new leaders raised the confidence, hopes and expectations of Ugandans by promising them a better life socially, economically and politically. However, this was not to be the case; for soon, bitter political fights that were tribalistic and sectarian in nature broke out. Following this, Uganda's independence Constitution was abrogated in 1966. Political fights quickly turned into violent conflict and Ugandans experienced severe human rights abuses and killings orchestrated by those meant to protect and defend them. Under the turbulent circumstances, constitutionalism, the rule of law and electoral democracy were gravely compromised.

The NRM ascendancy to power in 1986 after waging a bitter war of liberation came as a great relief and opened a new chapter in our political history. The NRM raised the expectations of Ugandans by promising them a fundamental change that would be rooted in good governance and democracy to deliver better services to the people and promote and defend their fundamental freedoms and rights, which were later enshrined in the 1995 Constitution of Uganda.

Along the way, in their almost 32 years in power, the NRM has scored fairly well especially in areas of security and economy. However, a host of challenges that, among others, include endemic corruption, impunity by some senior government officials, abject poverty in the populace, growing youth unemployment, unfair distribution of national resources, threaten the gains that have been made over the years. One often hears on a number of media houses including social media, people that include prominent politicians arguing that the President is the problem, but is this really the case?



**CHARLES KIIZA, PH.D CLASS 4**

“**...endemic corruption, impunity by some senior government officials, abject poverty in the populace, growing youth unemployment, unfair distribution of national resources, threaten the gains that have been made over the years...**”



Who is realistically responsible for the state Uganda finds itself in? And for that matter, what kinds of attributes are required to reverse the current trend of events in our country? And who holds the key to revamp and build the Uganda we all want?

The following characters and attributes are needed as a game changer:

- Those who clearly understand the history of Uganda especially its political history;
- Those willing to sacrifice to the point of death in order to address what has gone wrong;
- Those willing to move as they are led without procrastinating or waiting to feel like it is now the opportune moment to act;
- Those ready to convert the knowledge and experience they have acquired over the years into results that will ultimately improve the living conditions of Ugandans;
- Those who are making the most out of what God has given them in humble places or positions they are currently occupying;
- Those who are focused and are well meaning; have the people of Uganda at heart, full of integrity and are daringly honest, strong in character, principled and possess godly values; and
- Those who are disciplined; strictly follow and observe progressive principles, and timeless values.

It is incumbent upon these characters mentioned in the preceding paragraph to rise up and determine to organize and join with positive forces to address the mega challenges confronting us-- with a goal to create the Uganda we all want and desire to bequeath our children and grandchildren. We should, therefore, refuse to agonize, complain and criticize what is going wrong, and point fingers at those in power, but instead take responsibility to collectively address in an organized manner the challenges confronting us as a society. There is no better moment as this one in our history as a society for genuine transformers to rise up and take charge to redefine our destiny by building a just and fair society for everyone.

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# WHAT THEY WILL NOT TEACH YOU IN LAW SCHOOL

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*Daniel R. Ruhweza is a graduate of the universities of Makerere, Cambridge and Kent at Canterbury where he obtained his Bachelor's, Masters and Doctoral degrees in Law respectively. He is a Lecturer and Attorney at Law, having been called to the Ugandan Bar in 2003. Daniel is also a Rotarian, the current President of the Uganda Christian Lawyers Fraternity and Chair of the Rule of Law and Strategic Litigation Committee of the Uganda Law Society. At Makerere University, Daniel offers classes in Constitutional Law, the Law of Evidence, Administrative Law as well as graduate lectures in the Law of Treaties and International Law. Daniel is also the Coordinator of Moots, Patron of the School of Law Christian Union, as well as NetMak. The latter is a Student community organisation which seeks to improve the lives of the less advantaged as well as advocate for environmental justice. As a graduate of INT Class 16, Daniel's project is to mentor law students to achieve their fullest potential for national transformation. He is a regular commentator on political and social issues on TV and radio and was one of the amicus curiae at the recently concluded President election petition before the Supreme Court (Amama Mbabazi Vs. The Electoral Commission and Another). He is married to Clare and they have three daughters and a son.*

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**T**he idea of becoming a lawyer was nurtured from my reading about many social justice lead figures like Mahatma Gandhi and Martin Luther King Jr. I also vividly remember the impact of a story my mother told me from the book 'A TIME KILL' by John Grisham that captured my imagination of how lawyers can help people who have been abused by society and the criminal justice system. My mother inspired me to fight the cause of the unfortunate and the path I chose to do was the law.

I remember the joy of getting the admission letter to Makerere University; the realisation that my dream of becoming a lawyer was now a reality. I almost felt like I was half the lawyer just walking around with that brown envelope.

A couple of weeks later, I walked into my first lecture and later into many other lectures and within the first few months the euphoria of being at the ivory tower begun to slowly ebb away. My dream had met the reality of the making of a lawyer. Complex Latin phrases, very long reading lists with unknown abbreviations, intimidating lecturers;



**DR. DANIEL. RUHWEZA CLASS 16**

walking encyclopaedias. I had to quickly make the necessary adjustments to catch up by forming discussion groups and seeking the help of those who seemed to have understood the concepts faster than I could. In time, I was able to engage, debate and discuss and my passion for the law and justice specifically begun to take shape. I remember the excitement of sharing the new found ideas and knowledge with my mother as she cheered me on.

I will point out that I did not do the law degree on my own but was supported by my 'village'. There is a proverb that states that it takes a village to raise a child and I will return to this shortly.

Years later, having graduated from three formal law schools and one practical legal education institution, I can comfortably opine that the reasons for making it through these institutions had a lot to do with things that they will not teach you in Law school. This view is buttressed by my experiences as a law lecturer where I have realised that my student experience was not unique but confirms common threads that have helped those who have succeeded. I summarise some of these below.

## **1- Who is my village?**

This was true for me in generally being able to achieve. No one can single headedly claim they are able to carry themselves. I am grateful to my

dad who helped connect me with mentors, Mom's colleagues, friends in classes above mine, mentors from the Christian fraternity all whose small contribution reduced the burden.

We all need to find and know who is in our village and tap into the resources that they provide that give you the support needed to handle life generally and the course in particular.

I cannot over emphasise what the role of a mentor plays in our academic and personal lives. Mentors are people –preferably of the same sex who are older and more experienced than you and are willing to spend some time with you regularly. They advise, share their lives and encourage you. It is a symbiotic relationship because there is always something unique to learn from the mentees too. I give credit to many mentors or advisors in my life – right from primary school, the church, the university and after university, many a mentor has walked the journey of life with me. They look out for you, help you make decisions in life and even caution or rebuke you in love. Their role is totally different from that of parents but that is a discussion for another day.

Where a student cuts off part of the 'village'; an inquisitive parent, your accountability system, they begin to waver from their goal because they lack an accountability system. Soon, they veer off completely and end up dropping out altogether.

## 2- Who are you?

I am body, soul and spirit. Complete and full as God made me. All other things come as secondary to that.

In my work I have met so many who have come to do the law degree because they are someone's child; their parents dream. Some associate the law with prestige and believe that being a lawyer will bring wealth and honour to them. I have, however, found that where the desire to succeed is driven by the need to be validated by others and where passion or skill is lacking, many discover after wasting a lot of time that the law degree is not what they want for themselves at the core.

## 3- What choices are being made to achieve the goal?

Arriving at Makerere or even Cambridge or Harvard for many students is like sole most important

achievement. I remember the excitement of arriving and the realisation that we were now board certified adults who were free to do as we pleased. Many lost sight of what it is they wanted to achieve and never made it to the end.

The pressures of life at the university can easily distract even the most committed. It is therefore wise that the rights choices are made for the most effective mix of activities to compliment the classroom life.

A student needs to take time to know who they are (their limitations and their resources) and what it is they want. Once they come to the point that they have made peace with this reality, they move on with the desire to achieve based on that consciousness and purpose. Among your classmates, find like-minded people that will propel you towards your dream.

## 4- What are you doing to learn?

Never get tired of asking and learning. I have noticed that the students who participate actively in class discussions and other co-curricular activities, were often the ones who excelled in class. I tried to be active in class in spite of my fears of being criticised or viewed as ignorant. This afforded me the chance to learn better but also to be known by my lecturers and mentors. As a lecturer handling hundreds of students, I can comfortably state that only those who stand out will be known. There is a direct correlation between the level of activity in the classroom and outside the classroom in co-curricular activities with overall performance and/or opportunities for placements or awards.

The learning outside of the classroom through engagement in other related activities such as moot courts, debates and community work help to make the theory of the law more practical.

## 5- Developing a reading culture

It is no longer enough to read the common academic texts in law School. One needs to always think about how to improve the law. In order to do that, it is important to read various books and articles. At the beginning of each semester, I challenge my students to read widely and diversely. This is because the law is diverse and is rapidly changing with the evolving society. The age of the internet has brought new areas of the law and new chal-

lenges. Reading has helped me to think more critically and to be innovative. It has given me a better perspective about life generally and has also made me more responsive and accommodative to alternative views. The latter is very crucial in this day and age where globalisation has made the world a bigger place. Reading also makes one more humble – knowing that there is a lot of information out there which we do not know and that we need to seek for it.

My daughter at 6 months started to show interest in books and has in the 12 years of her life been an ardent reader. This has given her a strong foundation in her learning. Reading has helped to improve her vocabulary and enhanced her knowledge and ideas on different subjects. I am always impressed by the way she corrects some of my errors or tells me something that she has discovered in the hundreds of pages that she reads. Her academic performance and writings also reveal that she has put in the hours.

For a student to cope with the challenges of academic life, they ought to set aside a minimum of 2-3 hours daily to reading and discussing to be able to excel. Readers become leaders. I have just concluded reading Jeremy Byemanzi's *Man On Top* which is a great book aimed to helping men achieve their fullest potential. Other books I am reading are Robin Sharma's *The Leader Who Had No Title*, Malcom Gladwell's *Outliers* among others. I am also falling in love with the *National Geographic* magazine which has a lot of information that will probably not be easily caught when one is roaming the internet for the most recent newsbyte. As a political commentator, I am also aware that reading helps me make intelligent and substantiated arguments.

## 6- Networking is your net worth

I have made it my life's purpose to make friends of all kinds and to try to never miss an opportunity to seek out the advice and help of those more experienced and ahead of me. They have mentored me and helped me to avoid certain pitfalls

Today the saying is your network is your net worth. This alludes to the fact that the socialising is beneficial in the sense that it affords you the opportunity to engage with others and learn from a plethora of diverse social groups.

Make friends among your peers and contemporaries. Invest some time in them. It is from this well that you will extract lifetime companions, business partners and other benefits that will support your journey. It is not enough to have a good degree.

Often students focus inwardly on their small circle forgetting that at this level in life one needs to engage with as many people as they can. Find avenues to interact with other professionals especially those who have excelled in the field of your area of interest. Make yourself visible and available through service to those who are way ahead. Do not be afraid to approach those who are considered mature or older respectfully.

## 7- Dressing for the part

First impressions can leave lasting marks on those we meet. Our dressing says almost everything about us from the word go. While I do agree that one need not judge a book by its cover, it is fair to say that often times our dressing says a lot about who we are and also affects the way others relate with us. I have always tried to dress smartly and to be well groomed. This is because the way you dress will add to your confidence and demand of you to behave a certain way.

A well-groomed, well dressed individual often signals a sense of responsibility and cleanliness about their person. This also causes people to have a positive bias about such an individual. Students often forget that lecturers are on the lookout for students that can carry out various tasks and assignments. We often are looking for individuals we can recommend to law firms or organisations that rely on us for such. Do not be mistaken, it will be rare that a lecturer – especially of law – will recommend an individual to work who looks unkempt.

## Conclusion

The above are but some of the experiences I am gleaning from my life at the law school. These lessons might not be taught at the law school but by keen observation and allowing mentors, a holistic lawyer with a sense of purpose will be born. As we continue to teach the law, I have purposed to contribute further to the life of students at the law school some of these and other lessons in the hope that they can develop into better lawyers and citizens. My colleagues and I carry the academic knowledge alongside other lessons and skills to help make the students more wholesome.

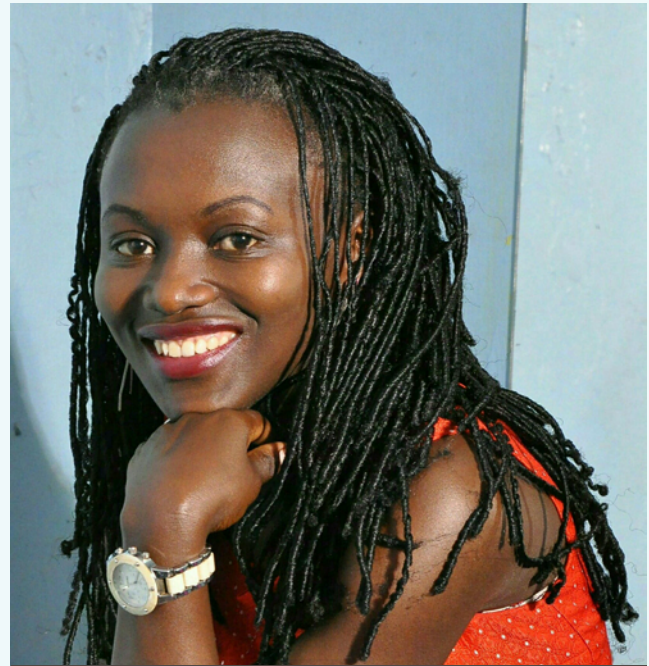
# MY EXPERIENCE AT THE INSTITUTE FOR NATIONAL TRANSFORMATION (INT)

At the beginning of 2017, I made what turned out to be a life changing decision; I enrolled for the Oakseed Executive Leadership Course that run from Jan – June 2017. I needed clarity concerning my life purpose. A friend recommended the course to me at the end of 2016 but I was still juggling a number of unaccomplished tasks including taking care of our ten month old son hence my natural inclination was to procrastinate and postpone taking the course. However, my friend insisted that I seize the opportunity then and not postpone.

So in January 2017, my INT journey begun and every month I would travel with our children and nanny from Mbarara to attend the lectures in Kampala. From day one of the course, I was convinced in my spirit that I was in the right place and I am glad I took the decision when I did. I am grateful to God who protected us all through the course with the related travels. One vivid memory is the day when our journey took eight hours instead of the usual five because about an hour into the journey I realized that the car's third party insurance had expired the previous day and so we had to drive back to Mbarara town to buy another one. It was 7pm on a Friday and yet I had to be in class by 8am the next day. At about midnight on one of the police checks along the road, I recall a policeman looking into the car, and exclaiming "Madam, why travel with children at such an hour? Whatever it is, it must be really important ". I responded that he was right it was that important and he asked us to drive safely.

In December 2017, I enrolled for the History Makers Training (HMT), which was the icing to my INT journey. I was well received at African Village after about 9 hours of traveling from Mbarara to Kampala after a gruelling week of work. The body naturally wanted to rest but the sessions had to start at 6pm and I had to readjust my mind for what was ahead. Fortunately, I was very expectant and ready to learn.

I am usually a back bencher so this time as a sense of improvement I took a middle seat in the room but did not last two minutes as I felt a conviction to take up a front seat that was empty. I'm glad I obeyed, because that became my seat for the entire training. The training was full of self-reflection as well as tenacity. I slept for about 4 hours in the seventy two hours of the training. I was amazed to know I was still strong except for the moments when I dozed off and had to stand up to keep



**IRENE MAGARA: CLASS 20**

awake. Indeed it is possible to do the seemingly impossible when you have set your mind to it.

The two things that stood out the most for me that I wasn't used to doing was speed reading and early morning physical exercises. I always had excuses like having a lot of work to do that I had no time left to exercise. To my surprise, it came easy and was fun even as I dealt with a few muscle pulls on day three.

As part of my post HMT commitments, I have resolved to undertake physical exercises at least three times a week because as a leader I need to keep alive and healthy if I am to fulfill my destiny. The training also helped me realize how serious some things I have always taken for granted actually were. The other major lesson learnt was about how to keep focus as a leader and have my ten year plan written down not just imagined. I'm now charged ready to follow through and have a plan to stick with so that I'm not diverted from my life purpose.

I have a mandate to be among the influencers of the education sector through curriculum development as well as revision and training of teachers. As an engineer and lecturer, my greatest concern has been having people with technical skills and yet lack soft skills. My current project is therefore about equipping people especially engineers with soft skills development.

I'm grateful to the INT management especially Mrs. Harriet O'City for her openness in these sessions, I was challenged by her personal testimony. I realized she had died to self because she shared very sensitive information with so much ease. Indeed she wants to die empty as she put it and I am on a similar journey... For God and my Country!!

# QUOTATIONS FROM HMT 4 PARTICIPANTS

To put it very lightly, I found HMT very intense. First, it seduced me by showing me what one's capable of when they invest themselves fully. Then, it excited me by showing me where I could be if I invested myself fully. It then turned and showed me where I was and where I was headed if I didn't change course. The emperor finally saw that he had no clothes on. Like every good story though, it then showed me how I could turn things around and get there. I barely made it through alive but I'd do it all over again in a heartbeat; it changed my life- Wow!

## PETER KAKOMA

Doing more than 16 comprehensive class assignments punctually, alongside attending lectures of the same volume each lasting a minimum of 2 hours and not forgetting compulsory physical work outs within a total 3days at HMT made me believe that a human body can be tuned to produce any output in life.HMT revealed a great potential that is inside of me!

## ALEXANDER OPOLOT

I did not know that my body (and brain) was capable of taking in so much pressure. I was amazed by my ability to do so much in so little time.

## JOSHUA TUSINGWIRE

I did not know that my whole body, mind and capabilities would be stretched to those limits, but this experience showed me that YES YOU CAN DO IT.

## DAVID NKUGGWA

My life is transformed! HMT is transformative! I am a new person. I look forward to HMT phase 2.

## FLORENCE APURI AUMA

I will never forget the lessons I learned at HMT - specifically the blindfolded exercise. It showed just how much one can stray if they are not working in sync with a prime direction source.

## ESTERI AKANDWANAHU

I learnt that my life is a loan from God and that I need to serve him.

## FRANK MAGOBA

I learnt that a wind of change is sweeping over Africa. Africans have risen up to shape their strategic destiny by addressing the fundamental principles that will steer this continent to greater heights. The future is bright.

## RWENGABO SABASTIANO

The experience showed that there is always a first time and your attitude will take you to greater altitude.

## MARTHA OLWENY

I never thought that any moment of my life i would write an obituary while am still alive. It gave me a lot to think about my life.

## BRIAN MWESIGYE

It was a total life changing experience for me especially where we had to evaluate our lives in the eulogies. I have tried to unpack it for my hubby but like salvation one needs a personal encounter. A big thank you to everyone that is working tirelessly to ensure that this training is brought to us. God bless you.

## SOPHIA KANDABU

Whereas The Oakseed Executive Leadership programme has brought me in touch with my country by way of increasing my patriotism and my role as a national transformer, HMT has gotten me in touch with myself. The journey of self-discovery is still a continuous one but now that I know better I have no excuse for not doing better. An oak seed has been sown and am thrilled to see the enduring resilient oak tree that I will become.

## HARRIET BONABANA

'No-sleep' has no elastic limit.

## JACKIE OCHOLA

# THE MAKING OF AN UNLIKELY WATCHMAN



I remember while I was still at university, being chosen to be the Prayer Secretary for our faculty fellowship at St. Francis Chapel Makerere. I was shocked, because I did not know how to pray, leave alone lead prayer! I was not a praying person, neither was I very serious in my salvation journey – I was a spiritual baby. There I was, the blind practically leading the one eyed! Fast forward a few decades and I find myself in a similar position – the lead intercessor for our church team. I had not even experienced much growth in the prayer arena so I was still very much the blind one leading the one-eyed ones. I became the chief watchman for our church but considered myself more of a coordinator / administrator – I would introduce myself as the Intercessory Administrator never having the courage to don the intercessory mantle.

I have lead our church's intercessory team for about three years now though it feels like I have done this for a very long time. And in this period, I have really seen the hand of God transforming a group of timid, self-denigrating ladies and gentlemen, into this team of bold fearless watchmen, who are not afraid to face the world. Well, may be a bit of fear here and there, but a strong team that has been dispatched into various areas and ministries to impact others for God. The transformation is actually amazing.



APOPHIA ATUKUNDA MUHIMBURA

“The nation's spiritual wall was broken down with gaps through which unholy philosophies and practices could easily invade. Thus, the need for a Watchman to stand in the gap before God and plead for mercy.”

And then into my life came the Institute of National Transformation (INT), I came out of the training feeling like an enraged and yet very sad boxer, faced with so many adversarial situations. Here again I found myself in the prayer arena. Ummm, our God knows how to work the unworkable, for His glory - for even after these decades, I still did not know how to pray, leave alone intercede for others! But a soldier in the army of the Lord I was, and ready to be deployed anyhow. This kind of scenario keeps me thinking, there is always some role one can play in the intercessory ministry, regardless of the skills or lack thereof.

The INT story has been a rather challenging one, the biggest challenge being the deep level of inertness that hangs around the mountain of religion. To get anything moving within this sphere needs a high level of persistence and calls for the patience of Job, and I guess the strength of Samson. I lack in all these aspects. I feel this mountain is always under serious attack, one of the weapons used against the mountaineers being lethargy. The watchmen called to keep watch over this mountain must themselves be kept under prayer cover!

We generally call ourselves Watchmen, a term sometimes used to refer to the intercessor. The one called to stand in the gap for the many as picked out of the Bible in the Books of Jeremiah, Ezekiel, and others. In the Book of Ezekiel, God used a picture of broken walls to describe the state of Israel's spiritual life that was rebellious, sinful and corrupt. A reflection of the state of today's nations. The nation's spiritual wall was broken down with gaps through which unholy philosophies and practices could easily invade. Thus, the need for a Watchman to stand in the gap before God and plead for mercy.

***I looked for a man among them who would build up the wall and stand before me in the gap on behalf of the land so I would not have to destroy it but I found none  
Ezekiel 22:30***

God has put a call on His children to stand up for the way things should be and not settle for the way they pertain, but rather to pray, to believe and to strive to be Christlike – to put His desires way above our own. In the Bible, we find three major roles that identify the intercessor, someone standing in the gap as a petitioner, a soldier, and a watchman.

**The Petitioner** – there is so much going on that does not please God that the intercessor is called to be constantly on the alert, pleading for God's mercy.

**The Warrior** – as a soldier, the intercessor engages in spiritual warfare. The intercessor here turns to face the forces of evil, going to war against them. In the spirit just as in the physical, wars are better fought collectively, there is always strength in numbers. Many times, the Warrior is a spiritual watchman, uniquely equipped by God to see what others do not see. Intercessors watch on spiritual walls, keeping watch against an unseen enemy – but seen with the eyes of the spirit. Many times, as the Watchman patrols, the stones in the wall are shaken and come crashing down, leaving gaping holes – the churches fight over petty issues, the Body of Christ shoots within, false prophets lead the nation astray, and so much more. This leaves the Church vulnerable to attack. It is then that the watchman must leave his station, stand in that gap, and engage in spiritual warfare. Sometimes, many times, there are wounds, not only on the watchman, but on the family members as well.

**The Watchman** – we are all called to watch and to pray, every believer is a spiritual watchman to some degree or other. God, places His watchmen where He needs them. It may be upon the walls of family, church, city, or nation. But how has it been with us?

Let us imagine the watchman mounting the city walls to survey the scene outside, monitoring the approaches to the city, seeing a threat and sounding the alarm. Let us then imagine the beehive activity within the walls of the town, people hur-



rying to-and-fro in response to the call, shutting the city gates and preparing for battle. This reflects the spiritual preparedness that God requires of His watchmen and the response from those who are warned.

***I have set watchmen on your walls, O Jerusalem they shall never hold their peace day or night***

***You who make mention of the Lord, do not keep silent, and give Him no rest till He establishes and till He makes Jerusalem a praise in the earth.***

***Isaiah 62***

Now imagine on the other hand, that you are the watchman at the gate, you see a thief coming, you sound the alarm, and well, people just roll over on their beds and just keep on sleeping. You shout louder and louder – nothing, no response! Or maybe the people you are warning are going about their everyday business in the market place, and when you shout out the warning, they do pay attention as you excitedly tell them or show them the approaching thief, explaining the kind of weapons he has and the attack he is likely to make and those you are explaining to, take a good look at the thief, then start discussing his character and abilities, the strategy he may use to steal, arguing about what he has actually come to steal, comparing him with the thief of forty years ago ... and this takes them a day, and another day, ... meanwhile the thief arrives, is stealing, is killing and is destroying ... sometimes, many times, that is how watchmen feel.

As a team member on the Mt. of Religion (I really do not like that name), I believe there is so much to do, so little done and such deep slumber that one worries that the Lord will find us in deep deep sleep!

In my journey as the unlikely watchman, there are many a time that I study and ponder 2 Chronicles 7:14. In this verse, God promises to heal the land if His people humble themselves and pray and seek Him and turn from wickedness. So how come, regardless of this promise, our land remains largely unhealed – isn't it time to take a closer look at what we do, how we do it and the impact therein? Is it that we are not humble enough? We don't pray enough? Don't seek enough? Or have failed to turn from our wicked ways?

Let us all take up the challenge to actively change the narrative in our lives, by taking the time to watch at an individual, corporate and national level. There will be challenges. There is so much negativity, that it can easily sap the life out of the watchman and allow tiredness to set in – sometimes, it does feel like the watchmen themselves have breaches in their walls that need to be repaired. What then? How on earth are we ever going to complete the wall repairs when we ourselves are in need of repair? We must arise and become courageous to stand in the gap by faith. A lonely wolf can hardly chase the enemy but a pack of wolves is something to reckon with. A collective force ready to watch, petition, and fight is what will yield the national transformation that we so much desire – and it begins with you.

**The INT alumni meet from 7.00 – 8.00am every first Sunday of the month just before class, at the class venue. You are all encouraged to avail yourselves, most especially those on whom God has placed a call to intercession – it is the prayer of the righteous man that will avail much for our society and our nation. To God be the glory!**



# AFRICA: A BUTTERFLY

**B**utterflies are very in tune with Africa. They portray the heart of Africa. A butterfly undergoes complete metamorphosis where it changes through four different stages, finally emerging out as the beautiful butterfly that it is. This is what I see Africa to be, a continent that is undergoing complete metamorphosis, to finally emerge as the beautiful Africa that it has always been.

## FIRST STAGE: EGG

Eggs are laid on plants by the adult female butterfly. These plants will then become the food for the hatching caterpillars. This is the first stage Africa went through when it was birthed thousands of years ago. Africa began to grow in its own identity and culture with its set of values and traditions that are unique to Africa.

## SECOND STAGE: LARVA

The next stage is the larva. This is also called a caterpillar if the insect is a butterfly or a moth. The job of the caterpillar is to eat and eat and eat. As the caterpillar grows, it splits its skin and sheds it about 4 or 5 times. Food eaten at this time is stored and used later as an adult. Africa went through profound change when it was discovered.

In the early 19th Century, Africa was discovered and all the goodness it holds. European countries scrambled to get a piece for themselves. They took no account of the people, tribes and chiefdoms that existed. They simply cut the piece of cake to



PATRICIA OPIO

“ Rebranding Africa is about telling our own story. This is a theme that has emerged where in-depth transforming reflections on Africa is now needed in order for Africa to have a new image and gradually achieve its greatest aspirations. ”



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