



# THE EDICT

INT ALUMNI NEWSLETTER  
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Testimony: **INT Board Chairman's Experience**

Impact of the Pandemic: **Webinar focus on Public Service**

# EDITORIAL

Welcome to the ninth issue of the Institute for National Transformation (INT) online newsletter. This newsletter contains a castle webinar summary on the public system and the INT experience of our very own chairman. You can access the next webinar on the castle facebook page (Centre For Advanced Strategic Leadership-CASTLE); the details are on the last page of this edition.

We would love to hear from you. Kindly send your contributions to the November, 2020 newsletter. Articles will be assessed on rolling basis, and should be 500- 1500 words in length, including spaces. The deadline for submission of articles for the November, 2020 newsletter is Wednesday, 28th October, 2020. Your feedback and suggestions are highly appreciated.

Please send all your submissions to [intuganda@gmail.com](mailto:intuganda@gmail.com). Title of Email: Newsletter Article Submission.

Raymond D. Muwanguzi  
INT/ Communications Coordinator



## My Experience

The Impact of INT Transformations  
David G. Kabiswa -  
Board Chairman INT  
Uganda

David Kabiswa has over 25 years of work experience in management positions and currently serves as Director of ACET Uganda. He is a Management and Leadership Expert. Some of the key roles played include Faculty member at the Global Leadership Summit (GLS) Uganda, Institute for National Transformation (INT) and Lecturer Kampala Evangelical School of Theology (KEST).

I joined INT when I was searching for something greater in my life – something that would have an impact beyond what I was doing in my job at the time. I had heard of INT and I looked for it. Nobody sought me out. INT transformed me. My world view about my role in National transformation was not just for some people, policy makers, government officers who are mandated for it, but it was for everyone, and I needed to do my part. The key transformation in my profession revolved around bringing about a new

awareness in financial stewardship. The desire was to make resources and create a sense of responsibility for altering and safeguarding one's future and destiny; rather than waiting for projects by Donors and/ Development Partners. Ideally this created an impact on these transformations as a desire to see a better nation. I was initially more focused on individual career success. However, INT broadened and raised me to be more nationalistic. My enjoyment about my career was the ability to meet many people and have an impact on them.

This platform has allowed me to do a lot of strategic planning work.; hence creating an opportunity for me to encourage and equip others to make lasting changes in their organisations and lives; an inside-out transformation, not just quick fixes.

I once read a book by David Marquet entitled, 'Turn the Ship Around' a practical story of a person that brought change and the practical steps they took. The book illustrates a lot of elements that we learnt at INT in real life, and with long lasting effects – long after he had left the job. However, at INT one of the set text books is Jim Collins' 'Good to Great' which is about the Crisp and succinct way in which organisations steadily make progress.

The element of the here in provided me with clarity on what my life was all about.

I have also used it to assist many people in their professional careers to articulate their visions and mission.

At the end with the knowledge gained at the end of the course, my INT project was in the area of financial literacy and Education. It started with the development and teaching a course at Kampala Evangelical

School of Theology which I have since taught in many institutions, to individuals, and groups. It has taken me to Banks, churches, colleges and even to international forums.

# THE PUBLIC SERVICE

On October 3rd, 2020, CASTLE Uganda held a webinar moderated by Mr. Paul Bukenya; it commenced with a presentation by Mrs. Eva Matsiko-Chief of Party of Equity, Governance, Accountability, Participation and Performance Programming, and a lawyer by training. She summarized the deliberations that happened during a workshop of the CASTLE think tank about the opportunities for the public service to thrive in the country. Mrs. Matsiko first described the essence of the public service. She mentioned the public service making the state visible; contributing to integration, penetration, and standardization; used as a tool where there is conflict and pacification is needed; etc. She also mentioned the challenges and the gaps in the public service during the covid-19 pandemic. Among these were poor accountability systems, inefficient government systems and processes, duplication of mandates, people not prepared for working from home, inability to effectively respond to protocols around continuity of work, local govern



ment's heavy dependence on government impacted extension of service delivery, etc.

Mrs. Matsiko then concluded with the opportunities presented as a result of the pandemic, and also with the CASTLE recommendations. She mentioned opportunities such as modern ways of working, daily public address being effective, cross sectional working improved nation value overall, growth of digital channels improved information access and work efficiencies, etc.

Among some of the CASTLE recommendations she mentioned were there is need to implement recommendations and strategies in the NDPIII plan on human capital development and public sector transformation; strictly enforce deployment of and adoption of secure and traceable online working tools; drive a new public service performance culture

re-architect; etc.

The discussion among the panelists commenced once Mrs. Matsiko finished presenting. The first panelist was Mrs. Sharifa Buze-ki- the Commissioner for Public Service Inspection & Quality Assurance Ministry of Public Service. She said, “The government adopted a five year pay target for the public service... It is paying attention to better remuneration of its workers to be able to stay with them longer and deliver the public services.” She also said, “We are currently carrying out a national capacity needs assessment so that we capture the current skills of the public servants, and then make recommendations on where we need to improve and on where we need to upscale or review the job requirements to meet the current times.”

The next panelist was Ms. Rose Gertrude Gamwera- the Secretary General of the East African Local Government Authority. She stated that much of

what happens is a reflection of the central government, and that we opted for certain governance paradigms, and in particular decentralization by devolution, which is why the local governments come into play. She also said that the fact that 96% of the actors in public service are actually active means that local governments become the front liners for service delivery, and this is a fact we need to put and center in all our policy planning and program implementation processes.

Ms. Gamwera added that the current considerations and drivers as was discussed the topic that day should be how they are positioning these front liners for local service delivery; and covid clearly brought this out because when it came to undertaking response, they had to have the covid response task teams located in the local government.

The third panelist was Dr. Diana Atwine- the Perma-

nent Secretary, Ministry of Health. Dr. Atwine said, “We want to inculcate a culture of work... This mindset must be inculcated in our institutions.” She continued and said, “I want to digitalize all regional referral hospitals and go down to the lower health units so that we cut down on absenteeism. We tend to put bureaucracy before efficiency; and laws and legalistic things before efficiency, accountability, and value for money.” She mentioned that if we wanted to change our public service to deliver results like the private sector, we needed to infuse performance, results, change of mindset, etc.

The final discussant was the special guest, Justice Ralph Ochan – the Chairman Public Service Commission. He said that the first thing we succeeded in doing is to ensure that our recruitment process is all online; this has dealt with a lot of the problems you face on face to face interaction. Justice Ochan

then emphasized on morality of the nation, saying, “The moral challenges that I experience every day is society wide, and the people we recruit in the public service come from that group. The complete uprightness that is the foundation of any good society has collapsed. Training the public servants, taking them through rigorous courses on integrity is really a very small thing. The struggle to go back to uprightness is a countrywide problem.” He also spoke on the covid situation; he said that there is an upside to covid. It has force even those who have desktops as a decoration to begin to learn and to work from a distance. It is a long haul because we started late, but we must move in that direction. Justice Ochan then concluded by mentioning, “The government needs to think seriously on how 90% of the work being done at the district level can be funded. I sympathize with the local versus center dynamics; I think we need national debate on how to carry the great vision of decentralization forward.”

After the discussion, the moderator opened the panel for public engagement, after which he read the comments of viewers. He then thanked everybody for their contribution and introduced Dr. James Magara, the board chairman CASTLE Uganda, to close the webinar. The doctor also thanked everyone for their time and contribution, and then went ahead to explain the importance of the

Castle think tank. He then closed the webinar with a word of prayer.

## COVID-19: OPPORTUNITY TO THRIVE

### TOPIC: JUSTICE LAW & ORDER

#### SPECIAL GUEST

**Hon. Justice Jane Frances Abodo**  
Director,  
Public Prosecutions



#### CASTLE PRESENTER

**Ms. Mercy Kainobwiso**  
Director, Intellectual Property,  
Uganda Registration Services  
Bureau



**Dr. George Bamugemereire**  
Deputy  
Inspector General of  
Government



**Ms. Rachael Odoi Musoke**  
Senior Technical Advisor,  
Justice, Law and Order  
Sector



**Dr. Sylvia Namubiru Mukasa**  
Chief Executive Officer,  
Legal Aid Service Providers'  
Network (LASPNET)



**Dr. Daniel Ruhweza**  
President,  
Uganda Christian  
Lawyers Fraternity

DISCUSSANTS

MODERATOR



**Webinar:**

<https://bit.ly/CASTLEUG-JLOS>



**Saturday**

10<sup>th</sup> Oct, 2020 | 9 a.m. - 12 p.m.

#CastleWebinar  
#ThriveJustice



**HOSTED BY:**

**CASTLE** (Centre for Advanced  
Strategic Leadership)

**LIVE ON FACEBOOK:**

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