

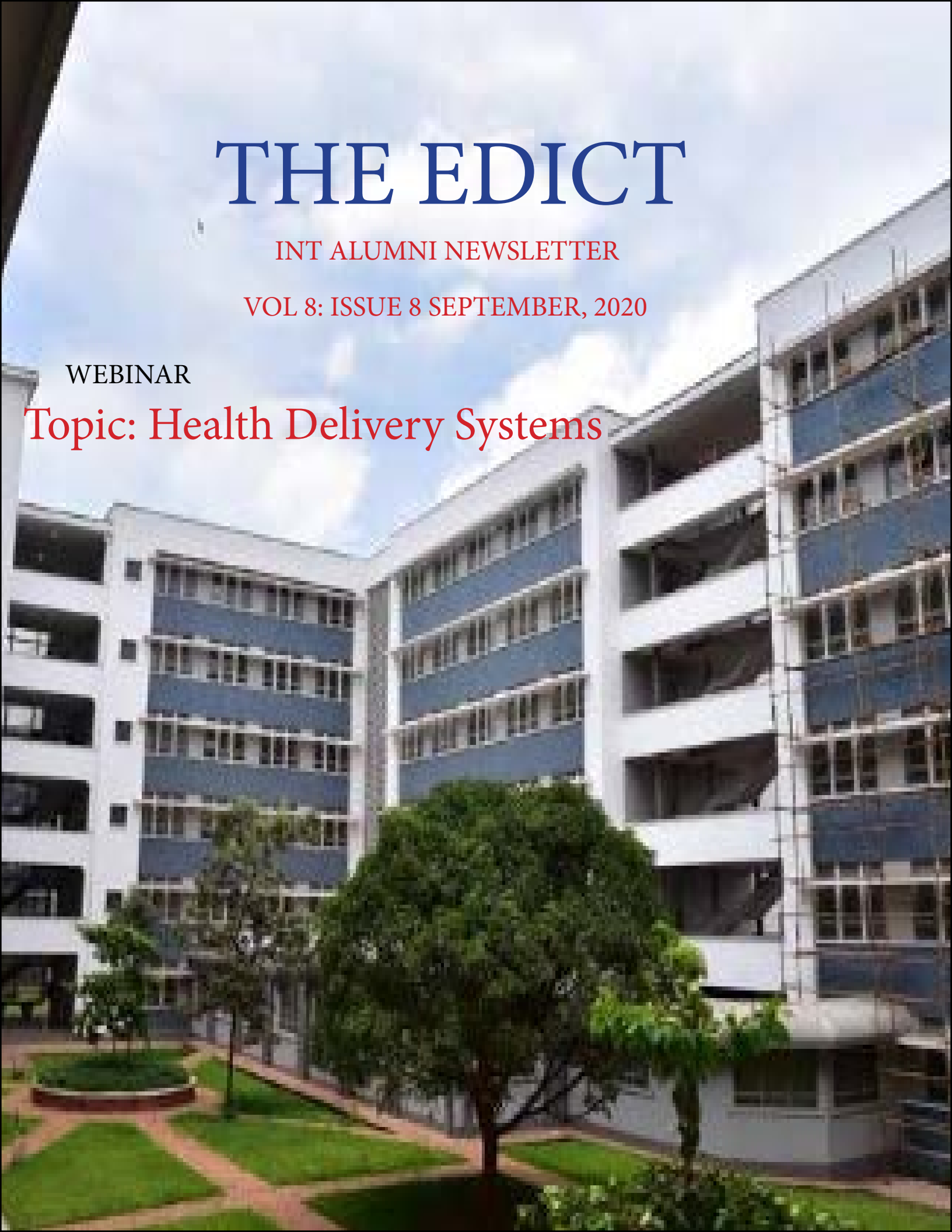
# THE EDICT

INT ALUMNI NEWSLETTER

VOL 8: ISSUE 8 SEPTEMBER, 2020

WEBINAR

Topic: Health Delivery Systems



# EDITORIAL

Welcome to the eighth issue of the Institute for National Transformation (INT) online newsletter. This newsletter contains a castle webinar summary on health delivery systems and an INT experience of one of our students from class 26. In case you missed any of the August castle webinars, you can access them 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 October, 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 October 2020 newsletter is Monday, 5th 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

# HEALTH DELIVERY SYSTEMS IN UGANDA

On the 15th of August, 2020, Dr. Miriam Mutabazi, a senior lecturer in the department of maternal and child health, at Uganda Christian University (UCU) and a director of Save the Mothers East Africa, gave a presentation on a webinar where she summarized the deliberations that happened during a workshop of the CASTLE think tank on the Health Delivery Systems in the country.

Among the things Dr. Mutabazi mentioned were the poor financial budget situation facing the medical sector; the issues facing the private and public sectors; the key focus areas of the health sector, namely infrastructural development, supply chain management, research, infectious diseases, human



resources, etc.; and a paradigm shift for Uganda's vision 2040, which included a shift from a facility based to a house based health delivery system, an improvement of nutrition status of the population, partnerships for specialized medical conditions, etc.

Dr. Mutabazi also presented some of the challenges and gaps facing the medical sector. Among these were the absence of digitized medical records,

inadequate equipment and supplies, gaps in the referral system, etc. She also added that this period brought opportunities for the sector like the opportunity for health sector to be heard, to use available channels or even develop new ones, to revisit its record keeping mechanisms, etc.

After Dr. Mutabazi's presentation, the panel was open for discussion. The first panelist was Dr. Patrick Kadama, the executive director of the African Platform on Human Resources for Health. The doctor mentioned repositioning health systems to be perceived as social rather than as technical constructs. Social constructs are constructs of society to respond to challenges to health in society,

rather than constructs of technical people to keep people healthy. Dr. Kadama also spoke about delivery systems, saying that one cannot develop health system insurance unless one has a properly organized service delivery system that people are willing to invest further over and above public resources. He concluded by saying, “We need to create a balance between service provision of health facilities (purative) and what we do to the demand side (public health), and ensure that we have the legal frameworks that drive our development initiatives in order for us to meet and be responsive to our societies.”

The second discussant was Dr. Olive Kobusingye, a surgeon and injury epidemiologist, and chairs the board of the Road, Traffic, Injury, Research Network. She spoke about research, “A lot of the research that we are well known for is not necessarily driven by a Ugandan, indigenous, re-

search agenda;” nutrition, “If our human resource is malnourished and unable to learn, then we are setting ourselves up to fail;” and public private partnerships (ppp’s), “I think it’s one that we need to watch and be careful that when we say it’s an opportunity, it is indeed an opportunity, and it is not a set up for health resources to be lost.” Dr. Kobusingye also mentioned the opportunities presented by the COVID-19 pandemic, which included the health sector being heard, adoption of ICT and technology, and social media use.

Dr. Ian Clarke, chairman of the Uganda Health Care Federation, discussed after Dr. Kobusingye. He mentioned among other things how he’d like to see some councils be a lot more forward looking in terms of approaches to education and how we can make the best of our human resource. He also spoke about health delivery systems, specifically apps, saying, “There are a

number of apps that have been developed that would make it more accessible for us to task shifting to use algorithms and to bring the service closer to the people...” and, “I think that’s (eLearning) an opportunity for us in terms of training and institutional learning.”

## MULAGO HOSPITAL

The next discussant was Dr. Richard Idro, the president of the Uganda Medical Association. Dr. Idro centered mainly on Ugandan health workers, mentioning things like, “We send 10 new specialists to each referral hospital every year, so there is absolutely no reason that we cannot have enough specialists to cover the country... Within four years, the country can produce

enough doctors to have a doctor in each and every sub county in this country,” “Let us stop sending people unnecessarily to those outside countries, and we use these resources to build the infrastructure within the country; let us develop our own infrastructure,” and, “We are allowing our pharmacists to work like traders when these are really bright individuals who should be thinking about how to transform our herbs into new medicines.”

After all the panelists had finished discussing, the special guest, Dr. Charles Olaro, the director Health Services at the Ministry of Health, was introduced. He mentioned some health initiatives taken and being taken by the ministry like, “We dedicated special teams to oversee the continuity of essential services,” “We are procuring a new (oxygen) plant for mulago which is able to produce one million two hundred litres of oxygen per hour,” “We are

procuring 38 type b ambulances, 3 type c, 3 bot ambulances, and 2 type c negative pressure ambulances,” “We are going to train 400 nurses in critical care and strengthen the border health,” and, “We are going to embrace IT solutions.” Dr. Olaro also mentioned the opportunity of recruiting additional staff, and concluded by saying that in this phase of increasing COVID-19 community transmission, it’s up to every one of us to protect ourselves and follow the preventive guidelines.

The Board chairman CASTLE Uganda, Dr. James Magara, gave some closing remarks. He thanked the special guest, the panelists and the moderator, Gabriel Iguma. He also shared some thoughts; invited the panelists for the next webinar on tourism; and ended with a word of prayer.

# My INT Experience



Jacqueline Kobusingye  
Opondo

Watoto Child Care  
Ministries

Executive Director/  
Community Team  
Leader

<https://liftingyourlid.wordpress.com/blog/>

Martin Luther said that if a person has not found something to die for, they have not found reason to live. For me, this defines purpose for one's life.

I knew Jesus as my Lord and Saviour in 1995. This was just after I had started working in Uganda Revenue Authority. From that time, purpose was birthed in my heart. I learnt that I am not on earth or in URA by accident and each day should be lived with purpose.

I became aware of the gifts, talents, skills, resources and opportunities that God gave me and how I would then utilize them each day for God's purpose. Even when I did not know this before I came to the saving knowledge, God was working His purpose for me. It was at URA that I began to utilize them and experience how God uses a person.

Last year, I celebrated my 50th birthday. I reflected on the journey of my life

and the influence God has used in my life. From collecting taxes, to advising about tax, to teaching taxpayers about tax, teaching new converts about new life in Christ, providing assurance about processes and systems and developing and delivering training programs to different kinds of leaders in all sectors. It includes serving in the communities, supporting churches and different ministries in addition to giving time to serve as a director on different boards. I could say, "Ebenezer".

In my reflection, I was confronted with a question "How am I going to use the experience I have received, the skills I have, and the gift and the talents God has given me going forward? How am I going to use these for the country's transformation? What kind of legacy do I want to leave?" What is my purpose now?

In my mind, there were so many things I could do - I

can do all things through Christ who strengthens me. Phil. 4:13(NKJV) - and am already doing yet I didn't want to spread myself thin. I knew that I need clarity on what I would do to use what I already have, to bring about national transformation and to serve the young people who are the majority in our nation.

I learnt about the Institute for National Transformation (INT) at the time of its conception in 2008 and was encouraged by my former colleagues at URA to attend the flagship course but was not able to at the time. This now seemed to be the perfect time to enroll to clarify that purpose. After all, the aims of the Institute are to “develop leaders in Uganda who will lead their organizations and communities to higher levels of success”. The Oakseed Executive Leadership Course has made a great impression on me in many more ways than I imagined, and I will share a few areas in the

training that have impacted me.

The course is organized around 6 modules which build onto one another but are linked and connected by common themes around the core values of responsibility, integrity, compassion and excellence. The facilitators and faculty emulate these values and are very supportive.

“Making the case for a Paradigm Shift”, the first module, enabled me to go back to attend the history classes I did not like in secondary school. By facing the past and learning from it, I have developed a liking for history of things. Reading history journals, books and articles has become my favorite pass time as I learn about why we are where we are as a people and as a country but also to learn how others made it or failed.

This was followed closely by “Facing the brutal facts”

from the book Good to Great by Jim Collins. How we love sounding inspirational and motivational as leaders!! Without facing the brutal facts, though, about our circumstances and environment and use these in the context of where we aspire to be, we can only deceive ourselves and the people we lead. Having said that, I must create an environment where questions are asked, and facts are analyzed without blame.

I soon realized that I will make positive impact in the Education sphere of influence. In this sphere, I draw on gifts, talents, skills and experience built over time to make a contribution. Through the training, I have got opportunities to collaborate with other like-minded people and to be part of the CASTLE think-tank to influence the trajectory of Education in our country.

By applying the other principles from the course like the role of good quality management systems, value systems, the hedgehog concept and others, all these influence how problems can be solved.

I believe I have found something to invest the rest of my life in as I make a positive contribution to the country.

End.



# AUGUST WEBINARS

## THINK TANKS & NATIONAL PLANNING

**CASTLE**  
CENTRE FOR ADVANCED STRATEGIC LEADERSHIP

**COVID-19: OPPORTUNITY TO THRIVE**  
Topic: Think Tanks & National Planning

**SPECIAL GUEST**  
Dr. Ezra Sanywa  
Chairman  
Mwanuzi University

**CASTLE PRESENTER**  
Dr. James Migara  
Chairman  
Centre for Advanced Strategic Leadership (CASTLE)

**MODERATOR**  
Mrs. Christine Atupa  
CASTLE

**DISCUSSANTS**  
Dr. Joseph Mwanuzi  
Executive Director  
National Planning Authority

Dr. Sarah Seneviratne  
Executive Director  
Economic Policy Research Centre

Mr. Gordon W. Tomaszewski  
Executive Director  
World Liberty Institute for Strategic Studies

Mr. Moses Kiggwa  
Ag. Director General of Plans  
Ministry of Finance, Planning & Economic Development

**WEBINAR**  
<https://bit.ly/CASTLEUG-TT>

**SATURDAY**  
1<sup>st</sup> August, 2020 | 9 a.m. - 12 p.m.

**HOSTED BY:**  
CASTLE Centre for Advanced Strategic Leadership

**LIVE ON FACEBOOK:**  
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#CastleWebinar #ThriveThinkTanks

For more information please email: [connect@castlethinktank.org](mailto:connect@castlethinktank.org)

[WWW.CASTLETHINKTANK.ORG](http://WWW.CASTLETHINKTANK.ORG)

## ENERGY

**CASTLE**  
CENTRE FOR ADVANCED STRATEGIC LEADERSHIP

**COVID-19: OPPORTUNITY TO THRIVE**  
SECTOR: ENERGY

**WEBINAR**  
<https://bit.ly/CASTLEUG-EN>

**SATURDAY**  
8<sup>th</sup> August, 2020 | 9 a.m. - 12 p.m.

**MODERATOR**  
Mr. Babagana Paul Michael  
President  
NEMA

**MAIN PRESENTER**  
Eng. Frank Mugisha  
President and CEO  
NEMA

**DISCUSSANTS**  
Mr. Moses Kiggwa  
Ag. Director General of Plans  
Ministry of Finance, Planning & Economic Development

Mrs. Joyce A. Musinguzi  
Executive Director  
Energy Regulatory Commission

Mr. Gordon W. Tomaszewski  
Executive Director  
World Liberty Institute for Strategic Studies

Mr. Charles Mwanuzi  
Executive Director  
National Planning Authority

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## TRAVEL AND TOURISM

**CASTLE**  
CENTRE FOR ADVANCED STRATEGIC LEADERSHIP

**COVID-19: OPPORTUNITY TO THRIVE**  
SECTOR: TRAVEL & TOURISM

**WEBINAR**  
<https://bit.ly/CASTLEUG-TOURISM>

**SATURDAY**  
22<sup>nd</sup> August 2020 | 9 a.m. - 12 p.m.

**SPECIAL GUEST**  
Mr. Vivian Lyasi  
Act. Commissioner Tourism  
Ministry of Tourism, Wildlife & Conservation

**CASTLE PRESENTER**  
Mr. Amos Wabesa  
President and Managing Director  
Tour Link Africa Limited

**DISCUSSANTS**  
Mrs. Lily Ajorwa  
Chairwoman of the  
Ajorwa Tourism Group

Castale Tony Subandono  
President & Chief Executive Officer  
Ajorwa TIG

Ms. Lucia Kagame  
President & Managing Director  
Ajorwa TIG

Mr. Gabriel Iguma  
Act. Managing Dir. TIG  
Ajorwa TIG

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## PUBLIC PRIVATE PARTNERSHIPS

**CASTLE**  
CENTRE FOR ADVANCED STRATEGIC LEADERSHIP

**COVID-19: OPPORTUNITY TO THRIVE**  
Topic: Public Private Partnerships

**SPECIAL GUEST**  
Mr. Amos Wabesa  
President and Managing Director  
Tour Link Africa Limited

**MODERATOR**  
Mr. Babagana Paul Michael  
President  
NEMA

**MAIN PRESENTER**  
Mr. Bernard Okumu  
Managing Director  
Centre for Advanced Strategic Leadership

**DISCUSSANTS**  
Mr. Moses Kiggwa  
Ag. Director General of Plans  
Ministry of Finance, Planning & Economic Development

Mr. Wilson Ojwang  
Managing Director of Plans  
Ministry of Finance, Planning & Economic Development

Dr. Eusebius Seneviratne  
Executive Director  
Economic Policy Research Centre

**WEBINAR**  
<https://bit.ly/CASTLEUG-PPP>

**SATURDAY**  
29<sup>th</sup> August 2020 | 9 a.m. - 12 p.m.

**HOSTED BY:**  
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