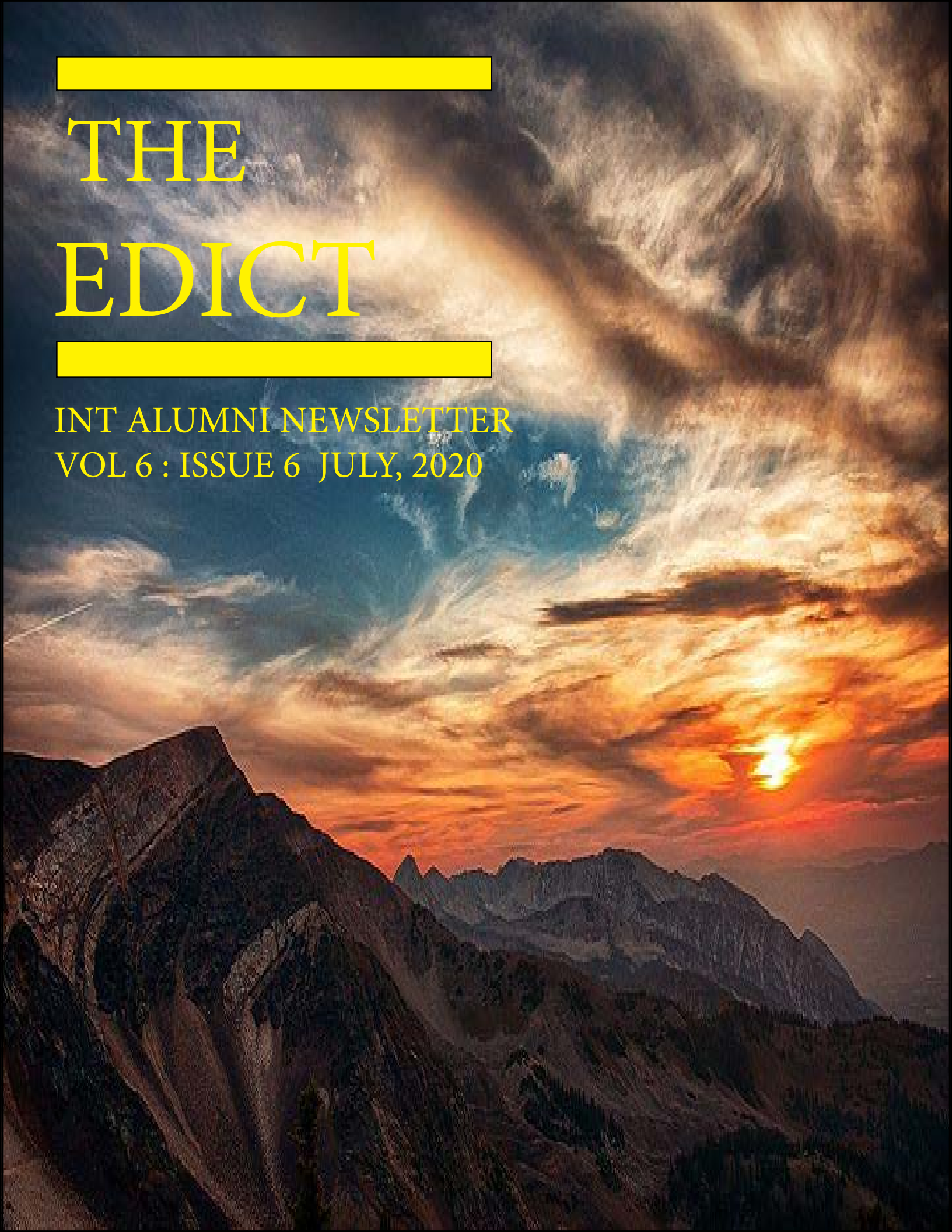

THE EDICT

INT ALUMNI NEWSLETTER
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EDITORIAL

Welcome to the sixth issue of the Institute for National Transformation (INT) online newsletter. This newsletter will show you the impact of the COVID- 19 pandemic on the medical and biologics sector in Uganda, and it will also show you the INT experiences of two of our students from class 26.

We would love to hear from you. Kindly send your contributions to the August 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 August 2020 newsletter is Saturday, 8th August, 2020. Your feedback and suggestions are highly appreciated.

Please send all your submissions to intuganda@gmail.com. Title of Email: Newsletter Article Submission.

Raymond D. Muwanguzi
INT/ Communications Coordinator

AN OPPORTUNITY TO THRIVE FOR THE MEDICINES AND BIOLOGICS SECTOR

What would happen to the medical sector if we had a total lock down?



On June 20th, Dr. Vincent Bakyenga, managing director and medical director Cambridge Health Inc., made a presentation on a webinar where he summarised the deliberations that happened during a workshop of the CASTLE think tank on the medical and biologics sector in Uganda. He mentioned Uganda's 4 large drug manufacturers (Ciplan Quality chemicals, Abacus, Renee, and Kampala), Ciplan Quality Chemicals being the only company that has a WHO good manufacturing practice certification which enables it to have access to international markets.

Dr. Bakyenga added that Uganda only manufactures 10% of its drugs while 90% are imported from Europe, India, Switzer-

land, china and USA; he also mentioned the challenges facing this sector, like the external supply chain which we are dependent on, the funding into this sector which has crippled it, the scientific and organised data not being readily available, etc.

The doctor concluded with the solutions to these challenges. Solutions like setting up a National Institute of Health to help accelerate research that can be turned into commodities to be sold in the international market; providing a direct budget support to help develop this sector; assist manufacturers to get World Health Organization (WHO) Good Manufacturing Practice (GMP) certificates and set up a regional system to help manufacture drugs and bargain for

higher prices in the international market; etc.

After Dr. Bakyenga's presentation, it was time for the panelists to discuss and critic his presentation. The first discussant was Dr. Grace Nambatya, chairperson of the Public Private Partnerships at the Ministry of Health and the Herbal Committee of the National Drugs Authority. Dr. Nambatya analyzed the sector using the SWOT (Strengths, Weakness, Opportunities, and threats) technique.

The strengths included: TM has been in existence since time memorial; accessibility, affordability, and acceptability of TM; collaboration with other organizations and countries; and Uganda is a WHO member. Among the weaknesses

there was inadequate documentation; limited capacity building of human resource; lack of access to advanced tech; inadequate funding; lack of collaboration between western trained medical doctors and traditional medical doctors; and lack of a centralized information system on TM.

The opportunities mentioned were high political will; opportunities to collaborate with other organizations and countries; high demand for TM from the population; favourable climatic conditions; the challenging health condition; and failing western medicines. The threats were the mindsets of the population; the adverse change in climatic conditions; lack of collaboration; and failure to implement good policies.

The second discussant was Professor Vinand Nantulya, Chancellor of Busitema University. He mentioned that in the value chain of product development, the manufacturing sector lies at the interface between innovation and end user of the innovations.

“The collaborations between innovators and industry are essential... Industry manufactures a large batch of the product after showing that it may work, and this is for purpose of generation of evidence in the field for acceptability by the end user and for regulatory approvals... The manufacturer of the approved product now undertakes the development of appropriate packaging, innovation of production processes, development of standard

operating procedures to ensure that quality of the product remains the same in all the production cycles, and that marketing and distribution of the product is undertaken, post market surveillance is undertaken.”

Dr. David Nahamya, secretary to the authority of the National Drug Authority (NDA), went after the professor. He said that if the local industry wants its products to be WHO prequalified, it has to invest in infrastructure.

He also talked about harmonization, which was about the NDA carrying out joint inspections and registrations with the objective of achieving mutual recognition, so that if you register a product here it can move within the east African region. Dr. Nahamya men-

tioned some needs, like the need to address infrastructure issues; the need for financing, skilled labor, export promotion “if we export what we are manufacturing from here we get more,” etc. He said that as national drug authority, we are ready to work with the innovators.

The next discussant was Dr. Stephen Birungi, managing director of Alfasan Uganda. He said “It is an opportunity for us as a country to have a pie in the pharmaceutical industry, one as an economic driver... just by responding to covid, we could create 2 million good paying in the value chain of pharmaceuticals, that is medicines and biologics, and that is not just in R&D (research and development), but

also in manufacturing, marketing... Two as a driver for modern production of protein... If we take milk as the WHO recommends, we could easily be having production of 9 billion liters of milk, and that alone can create an extra 400,000 good paying jobs in the retail and wholesale.”

After the panelists had finished their discussions, the special guest, Dr. Neville Okuna, commissioner Pharmaceuticals and Natural Medicines at the Ministry of Health, made her contribution. She mentioned that the Covid 19 has brought it clearly that we don't need to do business as usual; we have to do business unusual.

“I suggest that we start with what is available, and as the policies

come on board we shall modify...Government has also got a role to play to ensure that the challenges that have been talked about of inadequacy of funding, high cost of capital, inadequate regulations, all those should be in place for us to run faster than we are running now...I think it will be very pertinent to have a loan facility which is strictly dedicated for the pharmaceutical manufacturing. We need to act smart and ensure that the little we are spending out for importation is spent within Uganda so that the balance of payment is improved and also we are able to plow back into the industry in terms of incentives or bigger loans... If we have the local manufacturers, and then the large scale distributors who later on sale to the

retailers, we eliminate the middle men, and therefore the cost of medication in the market will be comparatively cheaper.”

Dr. Okuna concluded by saying that Covid 19 has brought to light the need for us to move faster with our research and planning, and to take advantage of strategic partnerships.

The webinar was concluded by the board chairman, Dr. James Magara, who thanked the panelists and the moderator, Mr. Gabriel Iguma. He mentioned that the think piece would be posted on the castle website and on Facebook, and that the next week there would be another webinar focusing on ICT. Dr. Magara then concluded with a word of prayer.

MY EXPERIENCE AT INT IN LEADERSHIP AND PERSONAL DEVELOPMENT



Mr. Isaac Ephraim Tumusiime
| Resident non-Executive
Director | Ebenezer Schools.

Mr. Isaac Ephraim Tumusiime is the current Resident non-Executive Director of Ebenezer Schools, the Non-Executive Director of Energy, and Information Systems at NEEMAN Technologies LTD and Secretary to the Board of Energy Efficiency Association of Uganda also known as the Association of Energy Engineers Uganda Chapter.

I have had the opportunity to attend several leadership training events in the past and I have gained quite a lot from them. Each leadership event has always had a defining impact on the progress of my personal and leadership development. The first one that was organized by the same organization and that begun my transformation from a mere follower to a leader happened as I had just joined my S.6 vacation in 2007, and that was the Sondulous African Leadership Training or commonly know as S.A.L.T and though I was still young I could understand the importance of many of the concepts, one that stuck with me was the

importance of knowing thy self! I got to understand that I am an implementer and that I work best in situations in which I know what is required, the standards, and expected outcomes, naturally, that lead me to become an Engineer that I am today! I have also come to understand others and why they do what they do. Fast forward to 2019, after the Centre for Advanced Strategic Leadership Think Tank - C.A.S.T.L.E workshop on Education (Also know by those at INT as the CASTLE event!), I got a challenging call by the guest speaker Dr. Tom Rudmik whom I had was privileged to have a chance to share

the vision and burden I had for education, who later instructed me to be part of whatever Dr. James and Lorna Magara were developing in the area of education! Naturally, I sought to find out who the organizers behind C.A.S.T.L.E were and how I could be part of this great body. This was my first interaction with INT. Through the administrator, Mrs. Harriet Ocitti who took my registration details and later followed up with an email seeking my interest in attending a class that would start in a few months of the same year, I joined INT and much of the vision I had earlier received about what would happen began to unfold with each lec-

ture! I began to appreciate what was hindering my ability to rise as a leader from understanding the Biblical concepts about systems, mentorship, coaching, lobbying, social media (yes social media!), financial management, legacy, leadership and wealth to appreciating what it takes to be a great person and build a great organization and company as a Christian servant leader! I got to appreciate that values are not things we aspire for but they should be things we are willing to die for and die for now not tomorrow!! When INT says their values are Responsibility, Integrity, Commitment, and Excellence, they do not say

them to make you think they are just a good organization trying to adhere to these values, they handle every activity from the lectures to the workshops, to the assignments with these values in mind! You are challenged from the beginning to be a no excuse leader, to take responsibility for yourself and those you are entrusted with, to do whatever has been given to you to the best of your ability and trust God for the rest, to finish what you start with the highest level of integrity! There are two terms you will hear a lot in your time at INT, one is Oak, and the other is Oak-seed. It's very interesting how they have carefully chosen the name given to

those that completed the 6-month grueling course. They are called Oaks! From the tree that has the characteristics of very deep roots and that can stand any storm that comes its way, and can do that for the long haul! What an apt description of what you will be prepared to become and to do once you attend this course. An oak-seed on the other hand is what you will be called as you progress through the grueling 6 months training, as you are prepared to become an Oak of righteousness in the sectors that God decides to deploy you. I challenge you to enroll today, and see the transformation that will happen mentally and spiritually,

as you realize that the call to leadership is not for the faint-hearted, but for those who are willing to take the road less traveled! I hope you will take the challenge!

BECOMING A “NO EXCUSE” LEADER



PEACE DOROTHY NYANGOMA
Business Engagement Manager, Information Technology Department (Stanbic Bank Uganda)

I am an Information Technology specialist who supports the business to translate its strategy into technology deliverables; a role that entails managing technology demand in line with available technology resources.

“Peace, there is this great leadership course you must attend,” said my Friends, Christine and Sam to me in November 2019. They were an answer to my prayers. Every year for the last

20 years, I invest in learning something new to advance my personal growth. However, in 2019, I developed a desire to do a course that would help me breakthrough to a new level as a servant leader. After talking to my Friends, I knew that the Oakseed Executive Leadership was that course.

I joined my first Oakseed class and listened to Madam Harriet O’citi deliver her welcome speech and walk us through what the course entails. She cautioned us to pray hard and be certain that we were in the right place as the burden we were about to carry was heavy. A part of me felt afraid but didn’t need much convincing to stay the course. I chose Faith over Fear. In the months following, my resolve was

tested. At one point, I regretted having taken up the course but my Friends encouraged me. I remember doing Module 2 assignment from a hospital bed as I nursed my little one! I now know what being a “no excuse” leader means.

Six months down the road, I feel armed with knowledge that has been shared with me by a series of experts over six modules each with rich content, along with other Institute for National Transformation (INT) resources prepared for the journey ahead. To me the process is like cutting a diamond where the jeweler chips and cuts at the stone to enhance the beauty within the stone before a gem is finally delivered. This journey is akin to my rebirth, I am re-molded, with layers of

what wasn't necessary chipped off, and repurposed with what I need to take me through the next stages of my life according to God's plan.

An interesting experience was book summaries and critiques, I had never felt so helpless and intimidated by anything but surprised myself by being able to analyze over 700 hundred pages and summarize them on 20 pages or less. I can proudly say that I have sharpened this skill.

Several shifts have happened in my life and the most fundamental is how I view life now. Some of the books that impacted my view on life are 'Buy the Future' by Mensa Otabil, 'Church Shift' by Sunday Adelaja and 'Seven Mountains Prophecy' by Johnny Enlow. Lec-

tures on God's purpose for Nations and Dreams from Nation's founding Fathers, The Hunter and Farmer leadership paradigm and their implications plus the one on God's Quality Management System all left my mind swirling. I wondered why these things hadn't been obvious to me previously?! But I also know that God's timing is perfect. INT exposed me to a lot of insights I was ignorant about and I am now better equipped to challenge the status quo, be an agent for positive change and understand God's calling in my life.

My leadership style will continue to be influenced by Lee Quan Yew's book From Third to First World; I think every leader should read it to get an understanding of the value

of inviting people on a journey. It is a reminder that with the right focus, circles of influence, sacrifices, determination and selflessness, anything is possible. To lead with distinction, one must have an inspiring vision and consider others above self. The Hedgehog and Fox concept helped me make one of the boldest decisions of my career – a decision to change roles to a completely new field because I realized I was a Fox and not really aligning myself to my core purpose. The sense of fulfilment I now feel is tremendous.

The Stockdale paradox reiterated for me the need to always face the brutal facts, while hoping for the best, one should prepare for the worst as a national transformer, while be-

ing hopeful to realize the dream.

In a recent EQ assessment, I scored very highly compared to previous times and the Consultant who walked me through my feedback commended me because it showed a level that few attain. I can attribute this to the new level of self-awareness as a result of going through INT. The course modules and content help one understand how to interpret and respond to different situations.

In June 2020, I joined a mentoring program that advocates for empowering girls to take up leadership. I am now mentoring University girls and equipping them with leadership skills. I have now found a new purpose in the world and will selflessly share this gift with-

out remuneration to benefit others in order to re-claim different mountains for divine purpose. The family unit is core to the sound development of a state and children are a fundamental piece of it. As a no excuse leader, I will take my place to drive the much-required positive shifts. I will continue to deliver on my burden through my project on educating teenagers on the responsible use of social media so that they grow into responsible citizens of the world. I wouldn't be fair if I didn't share my struggles with you. I waited a tad a bit too long, to do my assignments... at times. The resulting pressure was immense! Please complete your assignments two weeks after it is given to you. No excuses!

To the INT Founder – Professor Vincent Anigbogu and the entire INT faculty for tailoring such a course that is completely relevant to the times, am grateful. I thank the Holy Spirit for speaking to me, fighting those unseen battles and providing me with all I needed. I now face the future as Oakseed Peace Dorothy Nyangoma; with a renewed sense of passion, hope, courage, determination and a strong sense of fulfilment knowing what my role is in national transformation and how I can shift things and take over mountains to fulfil my purpose as a Kingdom builder here on earth.

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