



ANNUAL PERFORMANCE REPORT 2020



African center for Global Health and Social Transformation(ACHEST)

Plot 13b, Acacia Avenue, Kololo

Po Box 9974 Kampala-Uganda

Tel: +256414237225 Fax: +256414237226

Email: info@achest.org

About Us

Who we are

The African Centre for Global Health and Social Transformation(ACHEST) is an initiative promoted by African and international leaders in health and development. These leaders have first-hand experience in planning and implementing health and development programs in Africa and at international level. ACHEST is an independent "Think Tank and Network."

Vision

Africa as a people driven continent enjoying the highest attainable standard of health and quality of life.

Mission

To promote social justice and equity through support of evidence-based and technically sound policies and strategies that are owned and driven by African populations themselves.

Strategy

To achieve our mission, ACHEST will strategically:

1. Forge alliances and partnerships with individuals and organizations in Africa and around the world.
2. Conduct policy and strategy-oriented research focused on Africa's engagement with global partners in health, economic and social development
3. Promote and advocate capacity development of African professionals and institutions to pursue excellence and to engage as leaders and active change agents in their communities, countries and the global arena.
4. Develop and implement strategic communications with African and global leaders' particularly civil society, policy makers and professionals.

Governance

ACHEST is incorporated and registered in the Republic of Uganda as not for profit organisation and applies internationally accepted governance principles.

The management organs include:

- Board of Directors
- International advisory committee
- Expert panels
- The Secretariat

ACHEST Annual Performance Highlights 2020

This report presents the activities that ACHEST undertook in the Year 2020, under the following Thematic Areas:

1. ACHEST Institutional Governance
2. Leadership and Governance of Health Systems
3. Human Resources for Health
4. Strategic Communication

Table of Contents

1	About Us	1
2	ACHEST Institutional Governance	5
2.1	Directors Board meetings:	5
2.2	Staff meetings online and physically.....	6
3	Leadership and Governance	7
3.1	Awards and Recognitions	7
3.1.1	ACHEST featured in the 2020 global index on gender and global health.	7
3.1.2	ACHEST’s Medical Interns Induction Programme won global recognition:	7
3.1.3	ACHEST staff received awards, recognitions, and appointments outside.....	8
3.2	Programs implemented.....	9
3.2.1	HSAP.....	9
3.3	ACHEST’s Response to COVID-19	9
3.3.2	Intersectoral collaboration(ISC) for Community Health:	9
3.3.3	National Community Engagement Strategy (CES).	10
3.4	Meetings and Webinars	11
3.5.1	ACHEST supported the RMNCAH YOUTH E-SUMMIT 2020:.....	13
3.5.2	RMNCAH retreat:	13
3.5.3	RMNCAH dialogue held in Mbale District, Uganda.	13
3.5.4	Mentorship of RMNCAH platform:	13
4	Human Resources For Health	14
5	Strategic communication	15
5.1	Media	15
5.2	Africa Health Journal	15
5.3	BLOGS	16
5.4	RESEARCH AND PUBLICATIONS.....	16
5.5	MEMBERSHIP OF LOCAL AND INTERNATIONAL ORGANISATIONS	17

Table of figures

<i>Figure 1 The new ACHEST organogram</i>	5
Figure 2 ACHEST staff members observe social distancing during the meetings	7
Figure 3 COVID-Fund committee with President Museveni at State House	8
Figure 4 Village Health Teams in Ngora District receiving bicycles and other tools that they need as they move from household to household to register the health status of each individual. This is under the Intersectoral Collaboration for Health project	10
Figure 5 Prime Minister Dr. Ruhakana Ruganda officially launched the Community Engagement Strategy in October 2020	11
<i>Figure 6 Nursing Now Global Board at the Regional Meeting in Kampala</i>	11
<i>Figure 7 Prof. Omaswa (L) at the Aga Khan University graduation ceremony</i>	12
<i>Figure 8 Young people listening to Prof. Omaswa as he gave a keynote address at the RMNCAH Youth E-Summit</i>	13
<i>Figure 9 Logo of the African Platform for HRH</i>	14
Figure 10 A section of medical interns that attended the March 2020 session before COVID19 was reported in Uganda. The programme is now hosted virtually	14
<i>Figure 12 Africa Health Journal Cover page</i>	16

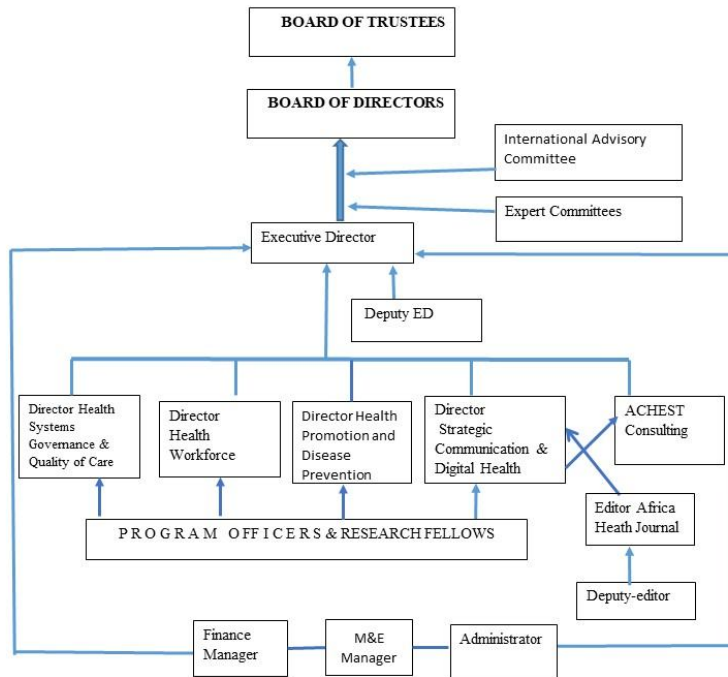
ACHEST Institutional Governance

Directors Board meetings:

Two Board of Directors meetings were held in 2020, instead of three, due to COVID-19 restrictions. The 1st Board Meeting was held on 13th February 2020 and made the following major decisions:

1. Approved the ACHEST Strategic Plan for 2020-2025 and its implementation.
 2. Approved a new structure and organogram for ACHEST which became operational on July 1st 2020 (Figure 1) . Some of the new positions include: Deputy Executive Director(ED), Director Health Promotion and Disease Prevention, Director of Strategic Communication and Digital Health, ACHEST Consulting. Program officers and Research fellows, the Editor and Deputy Editor of the Africa Health Journal. Others are Accounts Department with Finance Manager, Project Accountant and Finance officer and Administrator with two Administrative Assistants and Information, Technology and Communications (ICT) with ICT Specialist, ICT Technician and a Communication Officer. -
 3. Implementation of the new structure will be transitioned over a 2-year period during which the current ED, Prof. Francis Omaswa will transition leadership to Dr. David Okello as ED, and Dr. Elsie Kiguli-Malwadde as Deputy ED. The Africa Health Journal will be produced by current staff with leadership roles undertaken by ED, Deputy ED and Director HWF.
- The senior staff members who are currently directors will join the Consulting team of ACHEST.
- 4 Approved the purchase of a permanent home for ACHEST.

Figure 1 The new ACHEST organogram



The 2nd Board meeting was held on 2nd October, 2020 and some of the decisions made were: -

1. Approval of the COVID-19 Standard Operating procedures for ACHEST including the ACHEST Health and Safety policy.
2. Approval of the Audit report 2019/2020 FY
3. The Board was informed that the purchase of a home for ACHEST was not successful.

Staff meetings online and physically

The outbreak of COVID-19 was a challenge to ACHEST just as it was a challenge to the rest of the world. However, ACHEST continued operating. During the lockdown, ACHEST staff had to work from home. Virtual staff meetings were held on Mondays and Thursdays to keep track of the implementation for the running projects. With the easing of the lockdown, ACHEST started holding face to face meetings on Thursdays, while virtual meetings were held on Mondays for the rest of the year.



Figure 2 ACHEST staff members observe social distancing during the meetings

Leadership and Governance

Awards and Recognitions

ACHEST featured in the 2020 global index on gender and global health. The Global Health 50/50 report/index was titled “Power, Privilege and Priorities.” It reviews gender-related policies and practices of organizations that aim to promote health and/or influence global health policy. The Index shows that ACHEST commits to gender equality, with gender referring to men and women or gender mainstreaming in policy and planning; has gender equality affirmative policy with specific measure(s) to improve gender equality and/or support women's careers. The index also shows that ACHEST commits to non-discrimination in line with national laws; and highlights gender parity in the organization’s senior management.

ACHEST’s Medical Interns Induction Programme won global recognition: USAID’s HRH2030 recognized ACHEST with an honorable mention during its Health Workforce Resilience Prize ceremony in June 2020. ACHEST was acknowledged for its interns induction programme that supports newly qualified health professionals in Uganda, as they transition into health service provision. The programme focuses on building self-confidence, networks, and teamwork, as foundations for fostering resilience and attracts over 100 medical interns per session. The HRH2030 AWARDS were introduced with an aim of identifying successful solutions that strengthen the resilience of the human resources for the health workforce in low- and middle-income countries. Nearly 500 individuals and organizations applied for the prize, but only 99 eligible applications from

31 countries were reviewed by a panel of judges. During the virtual award ceremony on June 24, 2020, two winners from Nepal and Brazil were awarded \$25,000 each for designing and developing digital tools and approaches to improve or enhance health worker resilience. ACHEST, in third place, took home \$5,000.

The following ACHEST staff received awards, recognitions, and appointments outside

ACHEST ED Prof. Francis Omaswa, was appointed to the Independent Commission to review the status of Universal Health Coverage (UHC) in Africa. The commission, established by AMREF Health Africa, reviewed the continent's progress towards achievement of Universal Health Coverage (UHC) targets by 2030.

ACHEST Executive Director Prof. Francis Omaswa was appointed Chair of the National Community Engagement Strategy Sub-Committee for COVID-19 Response

Besides chairing the sub-committee on Community Engagement, the ACHEST ED was also appointed to the COVID-19 Fund Taskforce appointed by the President in May 2020. The 15-member committee was tasked with mobilizing, managing and ensuring transparency of the money and other donations towards the fight against the pandemic in Uganda

Figure 3 COVID-Fund committee with President Museveni at State House Entebbe



ACHEST's Director of Health Workforce Education and Development Dr. Elsie Kiguli-Malwadde was elected Vice President of the African Forum for Research, Education and Health (AFREHealth) on August 4, 2020.

In November 2020, Dr. Kiguli-Malwadde was also appointed to the WHO working group that is developing Global Competency Standards on Refugee and Migrants health.

Dr. Kiguli-Malwadde is also the Secretary General of Towards Unity For Health (TUFH)

Dr. Patrick Kadama was appointed chair of the Uganda Medical Association Elders Forum taking over from Prof Francis Omaswa

Dr. Patrick Kadama also continued to serve on the Steering committee of the Geneva global Health Hub (G2H2) based in Geneva.

Dr. Vincent Ojoo is the Chairperson of the Soroti Regional Referral Hospital Board, for the second year running.

Program Implementation:

HSAP

The Health Systems Advocacy Partnership (HSAP) has been a five-year project implemented by ACHEST, WEMOS, AMREF Health Africa and HAI, which made key contributions towards stronger health systems that enable people across Sub-Saharan Africa to realize their right to the highest attainable sexual and reproductive health (SRH). Some of the achievements in the HSA Partnership countries (Kenya, Malawi, Tanzania, Uganda, Zambia), at the African region level, the global level, and in the Netherlands.

After 5 years of implementation, some outstanding results include investments in capacity strengthening of civil society on SRHR lobby and advocacy started to bear fruits, and the emphasis on the four themes – SHR commodities, Human Resources for Health, Health Finance and Governance – translated into action from governments and regional/international bodies.

The Covid-19 pandemic, however, negatively impacted our work across all contexts in different ways. Many activities had to be cancelled, work plans were revised and adjusted, travel was cancelled and numerous meetings and events were not conducted.

While the mid and long-term impacts of Covid-19 are still to be fully revealed, international development health programmes already see a number of negative impacts:

Increased demand and pressure set on health systems and services, and growing citizen demand for crisis response and delivery of health services, further tests the capacity of fragile health systems, while infrastructure, funding and government response may not be sufficient;

Limited ability of governments to adapt their health policies to the current environment and mitigate the impact of the pandemic on vulnerable populations

Nonetheless HSAP focused on maintaining priority for SRHR during the pandemic. The HSAP programme will close in March 2021.

ACHEST's Response to COVID-19

ACHEST undertook the following activities in response to COVID-19:

Intersectoral collaboration (ISC) for Community Health: ACHEST piloted a project on intersectoral collaboration for health in 5 villages in Mukura Sub county of Ngora District starting August, 2020. The project, implemented with Ngora District Local Government and the Ministry of Health, mobilized local political, religious, and cultural leaders, extension workers, and CSOs to implement Integrated People Centered Primary Health Care. The outcome of this intervention resulted in increased ownership of the health agenda by

the communities, social cohesion and utilization of public health services. (Details:<https://africa-health.com/wp-content/uploads/2021/02/AH-2021-01-11-ISC.pdf>)



Figure 4 Village Health Teams in Ngora District receiving bicycles and other tools that they need as they move from household to household to register the health status of each individual. This is under the Intersectoral Collaboration for Health project

The Ngora district pilot on ISC for Community Health has contributed to the development of the **National Community Engagement Strategy (CES)**. At the invitation of HE President Yoweri Museveni to meetings of the National Taskforce for COVID-19 control at State House Entebbe on August, 28 and September 2, 2020, respectively, a decision to adapt the Ngora model on Intersectoral Collaboration was made following two submissions to the National COVID Task Force by ED ACHEST.

The development and coordination of the CES were led by a Sub-Committee chaired by the ACHEST Executive Director Prof. Francis Omaswa. Dr. David Okello is also a member of the CES sub-committee. The subcommittee is under the Technical intersectoral Committee of the National Taskforce.



Figure 5 Prime Minister Dr. Ruhakana Ruganda officially launched the Community Engagement Strategy in October 2020

Meetings and Webinars

ACHEST has hosted and participated in the following webinars:

- Dr. David Okello delivered a keynote address on the Community Engagement Strategy for COVID-19 at a meeting of Palliative care providers in Uganda during a webinar hosted on November 27, 2020.
- ACHEST ED was a panelist at the World Health Summit 2020 Session on the theme “Multi Stakeholder Collaboration in Global Health Research”
- ACHEST coordinated the Nursing Now Regional Board meeting in Kampala on February 3-4, 2020. Nursing Now is global campaign that seeks to improve health globally by raising the status and profile of the nurses and midwives. ACHEST ED is on the global board



Figure 6 Nursing Now Global Board at the Regional Meeting in Kampala

- ACHEST and AFREHealth hosted a webinar on “Global Health Workforce Crisis: Moving from Conflict to Collaboration, on May 22 2020

- ACHEST ED delivered a keynote address on the United Nations Development Programme's (UNDP) recent report titled, 'Scaling Fences: Voices of Irregular African Migrants to Europe,' on July 3, 2020
- Dr. Elsie Kiguli-Malwadde moderated a webinar on the state of accreditation of health professions training institutions in Africa. The webinar held on November 11, 2020.
- Dr. Elsie Kiguli-Malwadde made a presentation on the challenges of COVID-19 and its impact on health professional training, on another AFREhealth webinar hosted on August 7, 2020, under the theme "Preparing for the New Normal for Health Professional Training in Africa Amidst COVID-19"
- The ACHEST ED chaired a session on the health workforce at the 2nd Uganda UK Health Alliance symposium held virtually on October 22, 2020.
- ACHEST ED was the chief guest at the Aga Khan University graduation ceremony, where he inspired the graduating nurses



Figure 7 Prof. Omaswa (L) at the Aga Khan University graduation ceremony

- ACHEST hosted a webinar on Intersectoral Collaboration for COVID-19 response on August 26, 2020. During the webinar, ACHEST shared findings from the study on the implementation of SDGs in 7 countries, and Intersectoral collaboration in Uganda. It was a global event.
- A webinar on "Health is Made at Home, Hospitals are for repairs – Mutual learning between Africa and Europe" was held on December 15, 2020. It was co-hosted by ACHEST in partnership with the African Forum for Research and Education in Health (AFREhealth) and Lord Crisp Nigel the author of the book "Health is made at home, hospitals are for repairs." The webinar marked the official launch of the book in Africa. The author acknowledged the ACHEST ED for inspiring the book title.
- Dr. David Okello made a presentation on "Ageing Societies; Implications for Uganda" to the Rotary Club of Kampala on October 29, 2020. Dr. David Okello, was also a panelist at the launch of the: Foresight Africa: Top Priorities for the continent 2020-2030, published by the Brookings Institute's Africa Growth Initiative.
- ACHEST ED gave a keynote address on access to reproductive health during the COVID-19 pandemic at the Network of African Parliamentary Committees of Health (NEAPACOH) held virtually on October 28 – 29, 2020; as well as at the 10th Eastern Africa Reproductive Health Network (EARHN) Coordination meeting on August 12, 2020.

RMNCAH

RMNCAH is an acronym for Reproductive, Maternal, New-born Child and Adolescent Health. ACHEST has undertaken the following activities in this area:

ACHEST supported the RMNCAH YOUTH E-SUMMIT 2020: The summit took place virtually and live on TV on August 8, 2020, under the theme Leveraging local government structures to address persistent SHRH challenges of a young population for national development. ACHEST ED Prof. Francis Omaswa delivered the keynote address.

RMNCAH retreat: Civil society organizations can be better watchdogs by following up on the commitments and follow up, they can also come up with activities to track funding. The retreat provided an opportunity for CSO partners to coordinate each other, reflect on the 2019 activities and plan for 2020. Some of the issues discussed included; re-focusing interventions to ensure PWDs are included in the ICPD mandate and this is linked to the SDGs that emphasizes that no one should be left behind

RMNCAH dialogue held in Mbale District, Uganda. The dialogue was attended by over one hundred (100) stakeholders who included Ministry of health officials, RMNCAH adolescent and youth task teams, district health officers, chief administrative officers, cultural leaders, civil society organizations, young people, the media and academia. The participants collectively dialogued on key strategies to close the adolescent health gap in the region. Key to note was the need to granulate information on sexual and reproductive health, especially prevention measures in the simplest language, adopt and scale up the District Committees on Adolescent Health (DICAH) approaches, create safe spaces through models like Yospace, devise preferred means for reaching the young people with information and services as the conventional means are not responsive to their needs, work with community structures including cultural leaders among others.

Mentorship of RMNCAH platform: Through the year 2020, ACHEST provided technical support to the RMNCAH platform through participation in various meetings at National Level. ACHEST, supported strengthened RMNCAH leadership, this included actions needed towards: Policy changes, guidelines and tools; RMNCAH related Legal and regulatory framework; Improving RMNCAH Partnership and Advocacy.



Figure 8 Young people listening to Prof. Omaswa as he gave a keynote address at the RMNCAH Youth E-Summit

Human Resources For Health

ACHEST is the secretariat of the African Platform for Human Resources for Health (aphrh.com).



Figure 9 Logo of the African Platform for HRH

The webinar on “Global Health Workforce (HWF) Crisis; moving from conflict to collaboration” was hosted on May 22 2020: the webinar discussed the scramble for health workers by powerful countries and made the case for moving from conflict to collaboration in our common quest to enable access to a skilled, motivated and supported health worker for every person in every village everywhere.

ACHEST gave a grant to Uganda Medical Association (UMA) to capacitate frontline health workers during COVID-19.

The ACHEST Medical Interns induction programme held two sessions in March and July 2020.



Figure 10 A section of medical interns that attended the March 2020 session before COVID19 was reported in Uganda. The programme is now hosted virtually

Strategic communication

Media

ACHEST participated in several activities to mark the end of the five-year HSAP programme. On October 30, 2020, the Health Systems Advocacy Partnership (HSAP) country partners (ACHEST, AMREF AND HEPS) held a live TV discussion on health systems strengthening. On October 22, 2020, the Partners – ACHEST, AMREF, HAI, and WEMOS held a virtual end-of-program conference under the theme After HAS: Ensuring the Sustainability of Health Systems Strengthening

More than 80 representatives from civil HAS in-country partners, local CSOs, local ministries of health, media in focus countries, and the Dutch Ministry of Foreign affairs participated in the meeting.

Media Talkshows: On June 6, 2020, Dr. Patrick Kadama appeared on the NTV health talk show on strengthening Uganda's health sector in the COVID-19 era. On October, 17 2020, Dr. David Okello appeared on an NTV talk show on ensuring access to SHRH services during COVID-19. Prof. Francis Omaswa was hosted in several talk shows including the December 18, 2020 joint COVID-19 news bulletin by 5 media houses where he talked about using masks and building immunity through proper nutrition. The media houses were NBS, NTV, Urban TV, Bukedde TV and UBC TV

ACHEST has appeared in national and international media. ACHEST is both a reference/ resource point for media houses seeking expert opinion/ information on strengthening health systems, human resources for health among other topical health issues. Some of the blogs on the ACHEST website have been republished by



mainstream media.

ACHEST is highly visible online with an audience of over 1,200 people following our work on Twitter and Facebook platforms. The Communication Officer Carol Natukunda has been instrumental in achieving this increased ACHEST social media visibility.

AFRICA HEALTH JOURNAL

ACHEST continued to publish the Africa Health Journal. It is published quarterly and printed in Kampala and Lagos. It is circulated in Eastern, Central, Southern and Western Africa. It is also available free of charge online (www.africa-health.com) The new look for the January 2021 issue was inspired by the guidance from the ACHEST Board of Directors. The quality of the content of the AHJ has been complimented by readers and the former owners.



Figure 11 Africa Health Journal Cover page

BLOGS

As part of the communications strategy of ACHEST to keep the visibility of our agenda, the following blogs were published and discussed on the ASHGOVNET list serve, ACHEST website and the Africa Health Journal during 2020.

1. Global Scramble for COVID-19 Vaccine
2. Community Engagement for COVID-19 response
3. Racism, Sectarianism and Health Outcomes
4. COVID – 19 exposes a global scramble for health workers
5. Strategies to exit covid-19 lock down in African countries
6. E-Learning of health professionals during COVID-19
7. Health-workers for COVID-19
8. Intersectoral Collaboration mandatory during COVID-19 response
9. Switching on communities to defeat COVID-19

RESEARCH AND PUBLICATIONS...

BMJ publication in defense of WHO performance on COVID-19 response

1. Intersectoral Collaboration for Health in Uganda; A pathway to accelerated achievement of SDGs: The study assesses the status of ISC in achieving Universal Health Coverage (UHC) and Sustainable Development Goals (SDGs) in Uganda, with special emphasis on Sexual, Reproductive Health and Rights (SRHR). It highlights the importance of collaboration across sectors, agencies and departments. Available on www.achest.org

2. Intersectoral Collaboration for Community Health in Ngora District (<https://africa-health.com/wp-content/uploads/2021/02/AH-2021-01-11-ISC.pdf>)
3. Health workforce Financing in Uganda report: Wemos and ACHEST, carried out the study as part of the Health Systems Advocacy Partnership The report shows that despite the efforts made by the Ugandan government and its development partners, the shortage of health workers still persists. It highlights the need to invest in health workers in Uganda in order to achieve Universal Health Coverage and the Sustainable Development Goals.
(<https://achestdatabase.achest.org/sites/default/files/publications/final%20edition%20HEALTH%20WORK%20FORCE%20FINANCING%20IN%20UGANDA%20REPORT%202019%20FINAL%20EDITION.pdf>)
4. With support from JICA-Uganda, ACHEST undertook a study to assess the factors contributing to persistently high maternal and neonatal mortality in 3 Regional Referral Hospitals in western Uganda.
5. Developing an interprofessional transition course to improve team-based HIV care for sub-Saharan Africa. BMC Medical Education (2020) 20:499 <https://doi.org/10.1186/s12909-020-02420-x>
6. An audit of registered radiology equipment resources in Uganda. Pan African Medical Journal. 2020;37:295. [doi: 10.11604/pamj.2020.37.295.22046] Available online at: <https://www.panafrican-med-journal.com/content/article/37/295/full>
7. Identifying research priorities for health professions education research in sub-Saharan Africa using a modified Delphi method. BMC Med Educ 2020 Nov 18;20(1):443. Epub 2020 Nov 18.
8. Universal health coverage and primary health care: the 30 by 2030 campaign. Bull World Health Organ 2020 Nov 5;98(11):812-814. Epub 2020 Oct 5.
9. Socially Accountable Global Health Education Amidst Political Uncertainty and Reactionary Nationalism: A Value Proposition and Recommendations for Action. Ann Glob Health 2019 09 6;85(1). Epub 2019 Sep 6

MEMBERSHIP OF LOCAL AND INTERNATIONAL ORGANISATIONS

1. The African Forum for Research and Education (AFREHealth)
2. Consortium of Universities for Global Health (CUGH)
3. The Network ,Towards Unity for Health (TUFH)
4. The South African Association of Health Educationalists (SAAHE)
5. East African Association of Health Professions Educationalists (EAHPE)
6. African Platform for Human Resources for Health (APHRH)
7. African Health Systems Governance Network (ASHGOVNET)

8. WHO-AFRO Committees ; Member of the expert advisory group on HRH,
9. WHO expert advisory group on WHO Code on international recruitment of health personnel
10. Independent Advisory Group to the WHO Regional Director for AFRO
11. Global Nursing Now Coordinating Board
12. World Health Summit Organizing Committee
13. Member of the Steering Committee of the Geneva Global Health Hubb(G2H2)
14. The East, Central and Southern African Health Community ECSA-HC
15. AU Commission
16. THINK SDGs Initiative
17. Uganda Medical Association (UMA) and UMA Elders' Forum
18. Association of Women Doctors in Uganda