



# SPEED *2015*

## Annual Report



# Foreword by Project Director/Principal Investigator



It gives me pleasure to share with you all highlights of the achievements in the first year of SPEED project. The project aims to support policy engagements for evidence-informed decision (SPEED) to advance universal health coverage objectives of Government. When the project started in March 2015, we had a mix of anxiety and excitement about the road ahead. The financial support from the European Union, the good will of Uganda Government and Makerere University and the enthusiasm of the partner organizations provided the vital resources and encouragements.

Over the first year, SPEED has put to test its concept of engaging stakeholders in and around decisions that advance Universal Health Coverage. The national symposium in August last year (2015) provided the space for all experts to reflect on the development history of our health system. SPEED activities found a fertile ground - and played active roles in - the finalization of the 5-year Health Sector Development Plan of Government.

The response from decision makers has been more than wholehearted. Government Officials and Development partners have invited SPEED to generate evidence and provide advice on key national issues such as Result-based financing, the review of national maternal and newborn health program, and dilemmas in the health workforce – only to mention a few. The demands for SPEED project services have been impressive.

I would like to thank the SPEED Advisory Board chaired by Hon. Dr. Jane Ruth Aceng (former Director General of Health Services, MoH) for its excellent stewardship to the project.

I would like to thank the management of the School of Public Health (MakSPH), particularly the Dean, Professor William Bazeyo for his guidance and oversight.

The SPEED partnership is now confident that the stakeholders in and around Government will continue to draw support from the project as well as support SPEED programs. The second year is helping us to consolidate and sharpen our capacity to provide prompt and impactful support to decisions and actions that support UHC in Uganda and beyond. We wish to thank the European Union, all persons and organizations that have embraced and supported these achievements in the first year. Allow me to single out Ms. Elizabeth Ongom at EU thank you for supporting SPEED. I look forward to more active and purposeful engagements this year (2016 – 2017).

Yours sincerely,

Prof Freddie Ssenooba  
Director, SPEED Project

## Contents

- 4 The SPEED Launch
- 4 Agenda setting for Universal Health Coverage Research
- 6 Building Capacity for Health Policy Analysis
- 7 Book Preparations: UHC Situation Analysis
- 8 Creating Spaces for Policy Dialogue and formation of coalitions for advocacy
- 10 Requests for SPEED Support
- 11 Project appreciation by Target groups
- 12 SPEED Website
- 12 SPEED in the News

## Executive summary

**S**PEED's proactive engagement with key stakeholders has enhanced a common understanding of what achieving Universal Health Coverage (UHC) in Uganda, means. SPEED has organised and supported numerous engagements during the course of this year. These engagement meetings have also facilitated the awareness of SPEED project objectives among target groups. Over the reporting period, the highlights include the successful project launch in March 2015 by His Excellence the EU Ambassador to Uganda, collaborative development of national research agenda for UHC and holding a successful national symposium on UHC in August 2015. The target groups have engaged SPEED in national policy studies and decision-making spaces. Ministry of Health, WHO, UNFPA and the National Planning Authority have commissioned SPEED to undertake studies

concerned with result-based financing and the unfinished policy and implementation issues in reproductive, maternal and child health. SPEED team members have been invited to MOH planning meetings for the finalization of the Health Sector Development Plan (2015 – 2020), national health assemblies (October and December 2015) and task forces to advise on the design of results-based financing (RBF) intervention for the government. Other work included development of RBF curriculum and National RBF model. These streams of work by SPEED guided the national grant application to the World Bank's Global Health Facility to address the unfinished business on MDG 5 – maternal health.

The SPEED team participation in national and global technical and scientific fora has opened up opportunities for learning, broader influence beyond target groups in Uganda and mobilising additional resources for SPEED action.

## Brief on SPEED

**S**PEED is the acronym for "Supporting Policy Engagement for Evidence-based Decisions" for Universal Health Coverage in Uganda. EuropeAid is funding the SPEED project in Uganda under the Support to Public Health Institute Program (EuropeAid/1351/C/ACT/Multi).

With funding to a tune of about 3.2 million Euros from the EU and close to 800,000 Euros to be contributed by partners, SPEED aims to strengthen capacity of policy analysis, advice and

influence at Makerere University School of Public Health and Partner institutions and contribute to accelerating progress towards UHC and health systems resilience in Uganda.

SPEED is a strategic partnership of four Ugandan and two international institutions. In Uganda, the partner institutions are 1) Makerere University School of Public Health, 2) National Planning Authority, 3) Economic Policy Research Center and 4) Uganda National Health Consumers Organization. The international partners are the Institute of Tropical Medicine,

Antwerp, Belgium and Human Sciences Research Council (HSRC) from South Africa. The project which is being implemented for the period of 5 years aims at boosting policy analysis and influence that supports universal health coverage and health system resilience in Uganda by way of five main activity clusters – 1) strengthening resources and expertise for policy analysis; 2) knowledge generation, 3) stakeholder identification and engagements; 4) support for policy development and 5) monitoring selected policy implementation arrangements.

# SPEED major areas of Achievement during the period March 2015 - February 2016

This section of the report provides highlights of SPEED key areas of performance.

## 1. The SPEED Launch

Wednesday 19<sup>th</sup> March 2015 was a special day in the history of this initiative; the EU Ambassador to Uganda, HE Kristian Schmidt launched the SPEED project at Davis Lecture Theatre, Makerere University College of Health Sciences.

The launch ceremony was also graced by the presence of the Director General of Health Services, Dr. Jane Ruth Aceng, the Executive Director, Mulago National Referral and Teaching Hospital and the Acting Principal, Makerere University College of Health Sciences. All SPEED partner organisations were represented at the launch. Ambassador Schmidt expressed hope that the project and the funding will lead to improved policy landscape for universal health coverage. For details follow the url link: <http://speed.musph.ac.ug/speed-launch-2/http://speed.musph.ac.ug/speed-launch/>



*Director General of Health Services, Dr. Jane Ruth Aceng speaking at the launch ceremony*



*Ambassador Schmidt soon after unveiling the SPEED logo for the launch*

## 2. Agenda setting for Universal Health Coverage Research

SPEED, in partnership with MOH organised the national consultation workshop on the Health Sector Development Plan between 25 -26th May 2015. This offered a national platform for the first stakeholder consultation on the research agenda to support UHC in Uganda. The SPEED consultation meeting was integrated into the MoH workshop to strengthen collaboration between SPEED



*Dr. Sam Okware Director UNHRO and Dr. Edward Katongole-Mbidde confer during the multi-voting exercise for research agenda for UHC at Kabira Country Club*

and the Ministry of Health and enhance visibility of the project among key stakeholders within the health sectors and beyond. A validation of these issues was conducted on 13th August 2015 to refine them before wider sharing. These two meetings were attended by key stakeholder institutions and generated the national UHC five priority research themes namely; 1) Human Resources for Health, 2) Governance, 3) Service Delivery, 4) Health Financing and 5) Community Health. The process provided SPEED the opportunity to understand the key issues the sector would prioritize for the next 5 years in regard to the UHC agenda.

During the two workshops, the stakeholders were engaged through a multi-voting approach to generate ideas that were subsequently subjected to voting. The participants expressed delight at the simplicity and participatory nature of the method. Findings and deliberations from these meetings were summarized into reports which are available on the SPEED website

See link here; <http://speed.musph.ac.ug/speed-launch-2/>  
<http://speed.musph.ac.ug/speed-launch/>



*Marketplace of ideas: participants milling around the hall during voting*



*Participation at the research agenda validation meeting was high*



### 3. Building Capacity for Health Policy Analysis

During the course of its first year, SPEED has undertaken several capacity building initiatives including among others: conducting institutional capacity assessment, trainings, and seminars.

#### **Short study grants and How to do Policy Analysis Training:**

The project offers short study grants to build the capacity of the members from beneficiary organisations in Policy analysis, advice and influence and enable them contribute to generation of evidence to support decisions towards UHC in Uganda. SPEED project organised a short training to build the capacity of team members in policy analysis. The “How to do Policy Analysis” workshop was conducted in February 2016 and was attended by thirty members from SPEED partner organisations and the Health Systems Management Fellowship Program. The participants included those who had submitted proposals for the short study grants and a few who hadn’t applied. Three follow-up meetings were organised to support the research teams (those that had applied) to conduct their studies according to principles of applied policy research.

#### **Health Systems Management Fellowship:**

Several members of the SPEED team have facilitated at the face to face training and mentorship sessions for the Health Systems Management Fellowship. Four (4) of the fellows participated in the ‘How to do policy analysis’ workshop that was organised by SPEED. The SPEED team also supported two Health Systems Management Fellowship seminars on; 1) Attracting and retaining human resources for health in rural and hard to reach areas: learning



*Cross section of the participant that attended the Policy Analysis training*



*Participants engaging in group work during the training*



*One of the fellows; Dennis Akankunda (in red shirt) participating in a group discussion during the training on Policy Analysis*

from Uganda and elsewhere and 2) Social Health insurance.

### Postdoctoral Fellows:

Two (2) post-doctoral fellows were recruited for a three-year contract commencing September 2015. The fellows are integrated into the University and SPEED activities such as teaching, research and engagements as a way to boost their capacity and that of SPEED team and MakSPH as a whole. Their fellowship projects proposals are under review for clearance.



Phyllis Awor (1st right), the second fellow working other writers during of the UHC book writing workshops

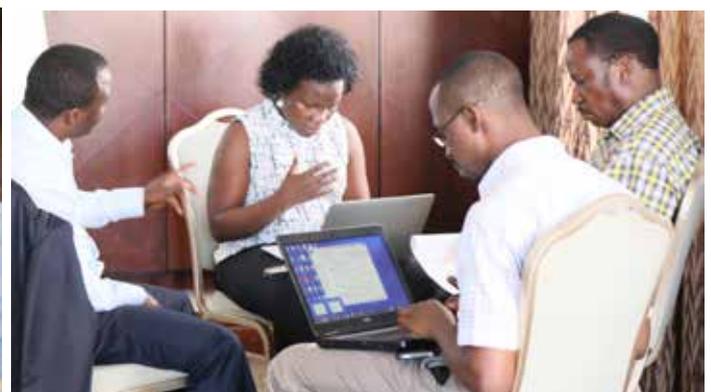
## 4. Book Preparations: UHC Situation Analysis

SPEED is undertaking a project to produce a book on the situational analysis of UHC in Uganda. Stakeholders in the Health and Development sectors have been invited to reflect and contribute to this book. Several activities have been conducted as preparatory phase for the eventual production of the book. A brain-storming meeting was organised at Serena Lake Victoria workshop in August 2015 to develop a common understanding of the structure and approach for the book. The first draft outline for the book chapters was agreed upon during this meeting. These suggestions were refined by the editorial team into the concept that is guiding subsequent processes. Subsequently, two book writing workshops were held; in October 2015 at Fairway hotel and November at Serena Lake Victoria. Detailed presentation of outlines was made and feedback was provided to each chapter writing team. All members from technical team at MakSPH and

SPEED partners have contributed to the book writing process. The drafts are being developed and finalisation of the chapters is expected by the end of the 2nd year. Publication and distribution of the book is expected in the 3rd year of project implementation.



Dr. Suzanne Kiwanuka facilitating one of the workshop sessions



Cluster teams working on their respective chapters within each cluster at one of the book writing workshop at Serena Hotel, Kigo.

## 5. Creating Spaces for Policy Dialogue and formation of coalitions for advocacy

### National Symposium on Universal Health Coverage

SPEED organized a national symposium on UHC on 26<sup>th</sup>-28<sup>th</sup> August 2015 at Silver Springs Hotel, Bugolobi. This conference was attended by a total of 115 participants (both local and international) from various constituencies, including government ministries, departments and agencies, academia, civil society, multilateral and bilateral agencies among others. Several preconditions for advancing UHC were discussed among which was collaborative multi-sectoral approach to socio-economic determinants of health.

The symposium provided a situation analysis of universal health coverage in Uganda. It examined and described the historic pathways, experiences in the different health system building blocks, social determinants of health and the policy interplay across the different sectors for universal health coverage. The symposium drew attendance from sector experts in health, water and sanitation, law enforcement, agriculture and nutrition, education, and many other sectors, including development partners. The various presentations made were a testimony to the many achievements made over the years; the success stories;



A panel on social determinants of health providing expert input to the symposium

what has worked and what has not worked so well. Gaps and challenges were also highlighted and strategies for improvement shared. Discussions were focused on how to maximize value from lessons learned over the years; investing in high impact interventions; ensuring more health for the money; and using evidence to guide decision making for universal health coverage.

The symposium was held under several themes, including, human resources for health; governance

and leadership; social determinants of health; resilient health systems and epidemics and health financing. Several parallel sessions were held focusing and sharing evidence in service delivery lessons; information systems and technologies; medical supplies and drugs; financing; human resources for health and governance. All this was shared in the framework of Universal Health Coverage.

The symposium's key messages include;

- The need to frame the UHC agenda in terms of addressing social determinants of health and inequalities in society
- Communities and private sector are key stakeholders in improving social determinants of health
- Universal Health Coverage will require a broader focus on the Social Determinants of Health
- The need to provide sustainable platforms for inter-sectoral dialogue about interdependent actions for UHC and systems development



Chairman, Health Service Commission, Professor Pius Okong opening the symposium



10<sup>th</sup> National Health Assembly and the 21<sup>st</sup> Joint Review Mission of the health sector held in October 2015.

Details about the symposium, including reports, presentations and symposium daily bulletins are available on the SPEED website.

#### a) Establishing Coalition on Health Financing

By the close action of the first year of SPEED's life, a coalition on 'Financing for UHC in Uganda' was being established. Many financing reforms are being proposed to advance UHC but they need to be interrogated so

that advice on the most feasible options for Uganda's context can be provided. Stakeholder engagement is ongoing for this process. A policy dialogue was organised in December 2015 at Sheraton Hotel Kampala. Twenty (20) CSOs were represented at this dialogue. This was a breeding ground for the coalition. SPEED has also supported the coalition on patient safety to embrace UHC objectives. Coalition activities on topical issues relevant for the UHC agenda will be strengthened in the subsequent years. In addition to the aforementioned consultative meetings and the symposium, a policy dialogue on human resources for health was held in February 2016 at Metropole hotel. The meeting discussed the policy implications

for the proposed phasing out of certificate level (enrolled) nurses and midwives in Uganda. Additionally, the challenges regarding attraction and retention of medicals officers was discussed. Policy papers on the same are being developed.

#### b) Seminars

The SPEED project held/supported 6 seminars over the reporting period. These seminars covered a variety of issues relevant to SPEED work. Three seminars were organised at MakSPH on the following topics 1) Opportunities for staff and students within the SPEED project, presented at MakSPH and EPRC, 2) Use of Social Network Analysis for program implementation assessments and 3) Bottom up approach to UHC reforms (using case studies from 24 countries).



SPEED Director, Professor Freddie Ssengooba delivering the seminar at EPRC offices in Makerere University

## 7. Requests for SPEED Support

A total of forty (40) requests and responses have been documented during the reporting period. Out of these, majority (31) have been in-country events/issues while 9 requests were at global level. The SPEED team members have participated in a number of ways; delivered keynote addresses, provided input into panel discussions and participated in plenary and side discussions with key stakeholders. Others are requests by stakeholders to share documents and reports from the SPEED work.

Selected ones are shared below, divided into national and global levels.

### In country requests and responses.

1. Members of the SPEED team were adopted into the taskforce for Population dividend study led by the National Planning Authority (NPA). This work is aimed at guiding government on how the country can take advantage of the demographic transition that arises from falling fertility rates and increased proportion of the population within the working age groups. How to prepare for the population dividend is ascending on the policy agenda for population control- a major lever for the Vision2040.
2. Three SPEED members were adopted into the national Taskforce for Results-Based Financing (RBF) which was later incorporated into the Health Sector Budget Working Group of the Ministry of Health (MoH).
3. Two members of SPEED team were consulted by the MoH and UN Family agencies (UNICEF, UNFPA

and WHO) to develop Operational Guidelines for Implementation of Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH) program in Uganda. This work was presented to national level stakeholders at RMNCAH conference in December.

4. As member of the Health Workforce Technical Working Group, SPEED was requested by the Permanent Secretary, MOH to analyze the policy implications of undertaking the planned phasing out- within the East African region- of enrolled (certificate) nurses and replacing them with Diploma holders. A policy dialogue on this matter was held in February 2016. A policy paper will be presented to the TWG once it has been finalised.
5. SPEED has been requested by the WHO Country Office to undertake a situation analysis of the socio-economic determinants of health in Uganda. As such SPEED team members are members of the taskforce for this first-of-the-kind study in Uganda.
6. SPEED team members were part of MakSPH team consulted by MoH and Belgian Development agency (BTC) to develop a curriculum on training District level implementers on RBF (April 2015). The draft curriculum was validated by stakeholders at a workshop in April 2015.
7. SPEED team members were consulted by IntraHealth Uganda to undertake a feasibility study for Performance-

based financing in Uganda. This work was conducted between June and September 2015 and explored opportunities for using PBF to enhance health workforce performance.

8. The Health Service Commission requested SPEED for Policy guidance on options for enhancing attraction and retention of medical officers at district and regional referral hospitals in Uganda. A policy dialogue on this matter was held on 10<sup>th</sup> February 2016 at Metropole Hotel. A report has been produced highlighting the main discussion points. The policy study is ongoing and the policy paper will be shared once finalized.

### Global level Requests

1. With facilitation from European Commission's Directorate-General for International cooperation and Development (DG DEVCO), SPEED team participated at European Health Forum Gastein in October 2015. A joint meeting with grantees of the Supporting Public Health Institutes program (SPHIP) was held. A presentation on SPEED Project description was made.
2. Two SPEED team members attended the Prince Mahidol Award Conference (PMAC) on priority setting for UHC in Bangkok, Thailand in January 2016. Ms Kaitiritimba was an invited panelist during Plenary 1 on 'Using Priority Setting Evidence in Making UHC Decisions'.

## 8. Project appreciation by Target groups

Several UHC related policy documents have been produced from both work commissioned by SPEED and that commissioned to SPEED by other stakeholders. The process of developing these products and the documents themselves are used to engage policy makers on UHC related issues.

Decision-makers within the SPEED target groups are commissioning and using documents and reports produced by the SPEED team in their work.

Generally, public acknowledgement of SPEED has been made by the Minister of Health and other MoH officials (including the PS and DGHS), WHO representative, media and district health leaders. The minister, PS, DGHS, and WHO have made direct requests to SPEED to do work related to UHC. Special requests include the minister's request for policy guidance on UHC in Uganda and

the request for guidance on policy implication of phasing out enrolled nurses by the Permanent Secretary of MoH. The Who has also requested the project to conduct a study on the social and economic determinants of health in Uganda.

The Ministry of Health is using the Operational guidelines for implementation of RMNCAH Program in Uganda to improve the coordination of players, create stakeholder awareness at conferences and for grant application for the Global Financing Facility (GFF) at the World Bank. The Ministry of Health and partners have made reference to the RBF work in the same application.

Findings from the Results-based Financing (RBF) study that was conducted by SPEED are informing the design of a standard national RBF model and creation of a fund for RBF for Uganda.

The Ministry of Health and Belgian Technical Cooperation (through the existing MoH/BTC cooperation) are using the curriculum developed to train district level implementers on RBF in their project supporting the private-not-for-profit subsector in two regions in Uganda. The curriculum is being piloted in Northern Uganda by BTC.

The Annual Reproductive, Maternal, Newborn, Child and Adolescent Health Assembly, 2016 made use of findings from one of the SPEED studies.

As a sign of endorsement, the SPEED-convened symposium on Universal Health Coverage, was featured on the WHO Afro website.

For details see link and screen shot below <http://www.afro.who.int/uganda/press-materials/item/8185-uganda-holds-universal-health-coverage-symposium.html>

The screenshot shows the WHO Africa website interface. At the top, there is a navigation bar with links for 'Countries', 'Programmes', 'Health topics', 'Publications', 'Data', 'Media centre', 'Regional Director', and 'About us'. A search bar is also present. The main content area features a news article titled 'Uganda holds Universal Health Coverage Symposium'. The article includes a photo of Dr. Wondimagegnehu Alemu, WHO Country Representative, speaking at a podium. The text of the article describes the symposium held in Kampala on 26th November 2015, discussing UHC for all Ugandans under the theme 'Towards Universal Health Coverage in Uganda: Building on successes and ensuring Health Systems resilience'. It mentions the presence of the Health Minister, the Permanent Secretary, and other stakeholders. The article also notes that the symposium was part of the SPEED project's efforts to support evidence-based decision-making for UHC. On the right side of the article, there are links for 'Print' and 'Email'. Below the article, there is a section for 'Country Cooperation Strategy' with links to 'Uganda Country Cooperation Strategy 2009-2014 (1.33 MB)' and 'Country Cooperation Strategy at a glance: Uganda (189.98 kB)'. There is also a 'Data and statistics' section with a link to 'Uganda: WHO statistical'. The left sidebar contains a 'Uganda' section with links to 'WHO Country Office - Uganda', 'Country health profile', 'News', 'Publications', and 'Contacts'. There is also a 'Connect with WHO Uganda' section with social media icons for Facebook, Twitter, and YouTube. The top right corner of the page has links for 'Contact us', 'Site Map', and social media icons for Twitter and YouTube.

## 9. SPEED Website

The SPEED website is developing into a one-stop centre on Universal Health Coverage information and SPEED's work. It plays a central role in facilitating our visibility, engagement and capacity building objectives. The design of the website started shortly before the SPEED launch in March 2015. To demonstrate the institutional linkage, the Speed website is hosted under the Makerere University School of Public Health website. The Url link is: [www.speed.musph.ac.ug](http://www.speed.musph.ac.ug).

The website has been gradually populated with content arising out of SPEED activities as well as resources from other organisations available for public use.

## 10. SPEED in the News

Since inception the SPEED project has featured prominently in the mass media covering a range of issue and activities. These include news coverage (print and television) about the project launch; news coverage arising from the First National Symposium on Universal Health Coverage as well as opinion pieces by SPEED Project staff at the different partner organisations, to various newspapers. Below is a summary of some of the links to the articles and pieces that came out in Year 1.

### News about the project launch:

The project's launch was a key event on Makerere University's calendar as well as in the area of health governance. The links below provide the flavour:

- ➔ <http://www.observer.ug/education/37142-mak-opens-multi-billion-policy-initiative>
- ➔ <http://speed.musph.ac.ug/speed-launch/>

This article is also available on the Joint Learning Network website at <http://www.jointlearningnetwork.org/news/uganda-makerere-university-opens-multi-billion-policy-initiative>

### News from the UHC symposium:

The SPEED-convened symposium was arguably the first to be convened in Uganda focusing on UHC. Several dailies covered the event.

The New Vision picked up the issue of fast-tracking reforms for effective implementation of Universal Health Coverage, see link below:

- [http://www.newvision.co.ug/new\\_vision/news/1408870/experts-reforms-achieve-uhc](http://www.newvision.co.ug/new_vision/news/1408870/experts-reforms-achieve-uhc)
- <http://www.afro.who.int/uganda/press-materials/item/8185-uganda-holds-universal-health-coverage-symposium.html>

### Opinion pieces:

The project teams have been well-engaged in sharing knowledge and expertise as well as creating spaces for dialogue on UHC. Below are some of the articles they have penned this year.

- ➔ [http://www.newvision.co.ug/new\\_vision/news/1409687/-pocket-payments-frustrate-universal-health-coverage-attempts](http://www.newvision.co.ug/new_vision/news/1409687/-pocket-payments-frustrate-universal-health-coverage-attempts)
- ➔ [http://www.newvision.co.ug/new\\_vision/news/1415285/national-health-insurance-forgotten-health-policy-issue-presidential-debate](http://www.newvision.co.ug/new_vision/news/1415285/national-health-insurance-forgotten-health-policy-issue-presidential-debate)
- ➔ <http://www.monitor.co.ug/OpEd/Commentary/health-centre-IIs-just-make-them-more-functional/-/689364/2986358/-/yxx610/-/index.html>
- ➔ <http://www.internationalhealthpolicies.org/the-road-to-universal-health-coverage-in-uganda-time-to-involve-the-private-sector-in-the-uhc-debate/>

Please contact us:

Level 3, Makerere University School of Public Health

College of Health Sciences

Mulago Hospital Complex

Tel: +256 772 509316

Twitter: @SPEED4UHC

Email: [fsengooba@musph.ac.ug](mailto:fsengooba@musph.ac.ug)

Alt: [speed4uhc@gmail.com](mailto:speed4uhc@gmail.com)

Website: <http://speed.musph.ac.ug/>