



UNIVERSITY OF
Global Health
EQUITY

IMPACT REPORT | 2020

2020 IMPACT REPORT

CONTENTS

A MESSAGE FROM VICE CHANCELLOR PROF. BINAGWAHO	4
<i>Solidarity and Commitment during COVID-19</i>	
A UNIQUE MODEL OF EDUCATION	6
<i>Built on Equity and Innovation</i>	
GLOBAL HEALTH LEADERS OF TOMORROW	10
<i>Master's of Science in Global Health Delivery</i>	
PHYSICIANS FOR THE VULNERABLE	16
<i>Bachelor of Medicine, Bachelor of Surgery</i>	
RESEARCH, POLICY, AND ADVOCACY	20
<i>Establishing UGHE as a Global Hub of Innovation & Excellence</i>	
SCALING KNOWLEDGE FOR HEALTH PROFESSIONALS	26
<i>Supporting the Global Health Movement through Practical Training Programs</i>	
DRIVING FORWARD DEVELOPMENT	32
<i>Advancing our Community Impact & Building an Enduring Institution</i>	
OUR COMMITMENT TO COMMUNITY	34
<i>Facilitating Impact through Partnership in Butaro</i>	
A MESSAGE FROM CHANCELLOR DR. PAUL FARMER	46
<i>Hopes amongst Crisis</i>	

Cover image: Butaro Campus as seen from the valley between
UGHE and Butaro District Hospital
Photo courtesy of Nick Carney

MISSION

Our vision is a world where every individual—no matter who they are or where they live—can lead a healthy and productive life.

VISION

To radically change the way health care is delivered around the world by training generations of global health professionals who strive to deliver more equitable, quality health services for all.

A Message From The Chair of the Board: Dr. Sheila Davis

“The COVID-19 pandemic has highlighted the importance of equitable, resilient health care systems that are geared towards serving the most vulnerable – a mission that UGHE is built upon. While the world continues to grapple with the preventable impacts of the pandemic, UGHE has continued to educate the next generation of global health leaders prepared to respond to future health crises with the continuous support of partners and donors committed to this ever important cause.”



UNIVERSITY OF
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*THIS IMPACT REPORT IS ALIGNED TO THE
PERIOD JULY '19 - JUNE '20

A MESSAGE FROM THE VICE CHANCELLOR

This year has been one of sustained challenges, but also great hope. In January, we watched with empathy the rapid ten-day build of a COVID-19 hospital in Wuhan, the first place of the outbreak that rapidly became the epicentre of the pandemic. Later, we watched in horror at the widespread devastation that followed; affecting every country, sector, and population globally, with a disproportionate burden on the world's poorest and most vulnerable in each community. In June of this year, we mourned and stood in solidarity with populations worldwide following the killing of George Floyd by a white police officer, a tragedy that would spark a powerful re-ignition of the Black Lives Matter movement as the world became more conscious as to how black communities are segregated in many former enslaving and colonialist countries. It was a much-overdue wake-up call to the world about the systemic injustices historically dealt to minority communities, and the inequitable systems that perpetuate them today, putting black communities at the bottom of the social ladder and rights in many places.

But this year was also essentially one of hope because this global wake-up towards worldwide solidarity for social justice is a turning point for the global health community with more respect, dignity and equity and a quest for historical truth. **At UGHE, we did our part, turning this time of world catastrophe into one of innovation, solidarity, and a renewed vigor for our mission which, especially now, could not be more critical with COVID-19 showing how such threats increase vulnerability.** We knew that our learning and operations needed to continue unhindered despite global upheaval; for future resilience and survival, the world needs a well-trained health workforce driven by a mission for social justice. It needs health leaders capable of building, repairing and managing health sectors, both equipped and empowered to push for large-scale change to eliminate inequities and successfully handle threats like this pandemic. This outbreak, after all, will not be the last we suffer, and regardless of what the health threat is, the most vulnerable will always bear the greatest burden if we don't fight to make their wellness our first priority.

Hope, too, can be seen within some countries such as Vietnam and Rwanda's response to this crisis. UGHE benefitted from the well-managed preparedness and responses of our home in the Land of a Thousand Hills. In 1994, Rwanda was ravaged the Genocide against the Tutsi and yet, twenty-six years later, it is a country held up as an example for far better-resourced countries to model their own COVID-19 response efforts on. As within all areas of UGHE's output, compassion and evidence-based decisions sit at the heart of

our systematic focus on the vulnerable; we have strong leadership prepared to take a human-centered approach to such a crisis. Our host country provided us the example of government-sponsored food and financial provision to vulnerable communities, proper training and protection for the country's network of community health workers, free or affordable testing and treatment, trust built between populations and the health system, and a participatory approach leaving no one out.

It has taken a global crisis for the world to finally see the expertise existing in and contributed by Africa, though too many still deny it. **UGHE's increased capacity for education and research will provide the much-needed platform to promote, train and build the capacity of quality global health professionals from the Global South and support knowledge creation from the developing world.** Leveraging the expertise and know-how from a broad variety of UGHE departments, we have collectively published over 100 op-eds and papers in international titles, and hosted 18 large-scale webinars, each providing solutions and recommendations on a diverse set of global health issues. We have launched the Institute of Global Health Equity Research, the Center of Gender Equity and that of Nursing & Midwifery which will help increase capacity in the region, continent and globally in pressing and needed areas of global health and discovery. UGHE, alongside our partners in service delivery and education, is contributing to a large-scale shift in the center of gravity for more fruitful and respectful partnership between the global north to the global south.

We will continue with pride to educate the leaders of tomorrow with the best technical, clinical and managerial skills coupled with biosocial knowledge and equity focus. We cannot absorb the demand for holistic, equity-driven health education. Our biggest motivator is our students and the vulnerable they will serve after graduation. Our students are a beacon of hope for the future, and all those that support them - the faculty, staff, campus workers who tirelessly contribute to our ongoing teaching and operations. Our esteemed partners and supporters - play a crucial role in this ambitious mission.

There is still a long way to go, a lot to do, and we at UGHE look forward to the next chapter in our development, in expanding our impact across our hill in Butaro, the region, continent, and globally for a better health for all whoever they are, wherever they live, or come from. I wish you all the best in the coming months as we continue to fight this pandemic as a united front. Please stay safe.

Warmest Regards,

Professor Agnes Binagwaho
Vice Chancellor, UGHE



Clockwise from left: A sunset at UGHE's Butaro Campus with a view of Mount Muhabura volcano behind. Bella Twizerimana, Manager of Butaro Campus Kitchen, supports culinary training of local staff, and supports sustainable agriculture through local food sourcing, Heritier Mura, MBBS/MGHD '25, lights a candle to symbolize hope and a bright future for Rwanda as part of UGHE's Genocide against the Tutsi Commemoration on Butaro Campus. MBBS/MGHD Class of 2025 students abide by social distancing measures during COVID-19 whilst studying on Butaro Campus in 2020.

A Unique Model of Education

Built on Equity and Innovation

UGHE has created a curricular platform specifically designed to take on the complex, multi-dimensional challenges of equitable care. UGHE breaks down the traditional boundaries between academic disciplines, fostering interprofessional teaching and learning. Beyond creating a community of intellectuals, UGHE is building a community of practitioners by focussing on implementation science, problem-solving research, innovative pedagogy and intensive mentorship with its network of world-class faculty.



UGHE teaches students to examine the clinical situation with a biosocial lens, which includes analysing the social determinants of health. They learn the geographical and economic context around why certain communities cannot access health care, and the historical and cultural context around why others distrust those who administer it.

Our curriculum is designed using a One Health perspective, an approach that envisions global health through the lens of animal, environmental, and human health. UGHE students are taught the principles of One Health through both classroom and field-based learning, and examine case studies.

UGHE students are taught to see health care as a human right and approach their work with an equity mindset. They graduate not only as health leaders capable of serving and treating patients, but also as global advocates for social justice, capable of changing the status quo around who receives care and how.



UGHE students are committed to advancing the health of communities across the globe by centering social justice and transforming the way we educate, research, advocate, and practice. Through first-hand observation, the unique insights of community health workers, and practical field-based learning, they gain an understanding of the complexity of delivering care in all settings.

UGHE is committed to reversing the historical weighting of research output from the developed world to the developing world to better address the contextual needs of vulnerable communities. Students partner with neighboring Butaro District Hospital to conduct their research and contribute to the hospital's research goals.

UGHE students graduate with the leadership and management skills needed to drive large-scale change in health systems, build cross-cultural collaborations, advocate for equity-driven policy decisions, and repair and optimize fragile health systems.



UGHE medical students benefit from learning within UGHE's state-of-the-art facilities. Photo by H264 + Waves Ltd for UGHE in February 2020.

Health & Implementation Science Education



Sandra Isano, MGH '19 and now Coordinator in UGHE's Department of Community Health & Social Medicine, speaks to audiences at the MGH Commencement, held on Butaro Campus in August 2019. Photo by 64 + Waves Ltd for UGHE

A MESSAGE FROM THE DEPUTY VICE CHANCELLOR OF ACADEMIC AND RESEARCH AFFAIRS

When UGHE began the academic year in July of 2019, we could have never anticipated the global health catastrophe we'd face the following year. Yet, the COVID-19 pandemic presented a new opportunity to learn from the challenges we've collectively faced, and move forward together with a renewed sense of global solidarity and commitment to health equity.

In a time where the vulnerable are facing increased risks due to the pandemic, UGHE's mission has never been more vital: developing innovative medical education to train our future global health leaders to think holistically. **I am proud of the way our institution has responded to continue operations and allow students to continue to learn, research to persist, and global conversations to thrive. When almost all medical schools on the continent were shut down, UGHE stood out in our ability to adapt to e-learning, influencing other universities in the region to follow suit.**

In particular, I am proud of our students, who proved their resilience and educational commitment at a time when their skills are needed most. This was the first full academic year for our inaugural medical school cohort (MBBS/MGHD '25), 30 bright students, 67% of whom are female and all hailing from Rwanda, who will be the first medical doctors to graduate from UGHE and join the global health workforce five years from now. They have met the new virtual world of teaching and learning during the pandemic period with enthusiasm and dedication, using the lessons from the current global health crisis to inform their studies. These future leaders are needed more now than ever.

This year also saw us graduate our fifth cohort of Master of Science in Global Health Delivery (MGHD) students, and the first to live the entire academic year on Butaro campus. Twenty-eight students completed their masters and entered a new professional chapter at a critical time. Our students are already making their mark on the global health field, contributing to frontline COVID-19 response, government consultancy, and research to name a few.

UGHE was not only able to continue operating during this past academic year, but expand on its programs and research to elevate our impact on the global health community. This past year, UGHE established the Center for Nursing and Midwifery, the Center for Gender Equity, the Institute of Global Health Equity Research, and the Department of Community Health and Social Medicine, initiatives that individually train specialists in critical global health fields, and collectively, shift the dial towards a more equitable world.

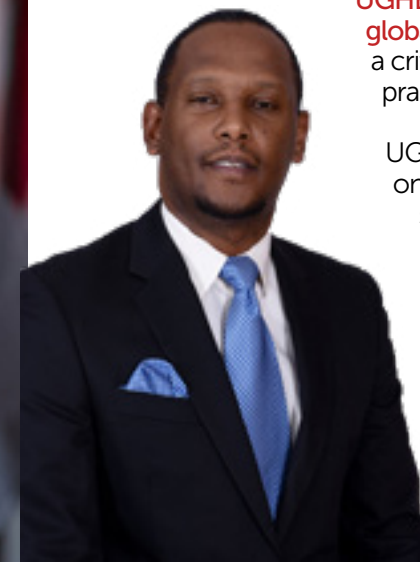
Our institution continues to train high-level health professionals with leadership skills and global health equity know-how through our ever-growing Center of Executive Education. Most recently this was realized through the first-French language iteration of the Global Health Delivery Leadership Program, uniting groups from seven Francophone African Countries to address contextual health care challenges. Moving forward, this program will help other universities across the world build capacity in their medical education, by providing learning opportunities for higher-ed leadership to develop and lead a 21st century equity-driven medical university.

UGHE prides itself on establishing new and innovative academic programs that will, in time, radically change the way we provide quality healthcare and global health and address existing and emerging global health needs across the world. Our forthcoming PhD in Basic Medical Sciences (BMS) will help fill a critical capacity gap in BMS practitioners within the East African region. Our program will also change the way basic medical sciences is taught to develop practitioners who are educators, researchers, equity advocates, and community-based thinkers.

UGHE continues to learn from the realities of the world around us, adapting and innovating our institution as we grow. Our plan to have campuses on Partners In Health sites across the world will be the next chapter of our commitment to provide education with a local, community context, and substantially increase our student intake. As we have faced the challenges of this year, we will always keep our focus firmly on the vulnerable and in achieving global health equity. I thank you for your support in our mission and look forward to what we will achieve together moving forward.

Best Regards,

Professor Abebe Bekele
Deputy Vice Chancellor of Academic and Research Affairs & Dean of the School of Medicine





Global Health Leaders of Tomorrow

Celebrating the next generation of health equity advocates



UGHE's MGHD Class of 2020 and faculty outside UGHE's Butaro Campus in September 2019.

Master of Science in Global Health Delivery (MGHD)

2020 ADMISSIONS CYCLE

60% of candidates

had 3+ years of experience

28 students admitted

of 535 applicants

12 countries of origin

and a variety of interdisciplinary professions and backgrounds among the incoming class



28 countries

represented within the applicant pool

Our flagship program, the Master of Science in Global Health Delivery (MGHD), was designed to equip a generation of global health professionals with the tools and knowledge to employ the guiding principles of global health: collaboration, innovation, leadership, and equity.

In 2020, we graduated 28 students from the MGHD program, who step into their new global health roles equipped with a diverse skill set and management training to successfully empower teams and respond to the complex health challenges of our world. They represent the next step in UGHE's journey to transform health education through evidence-based practice and community-based education.



Equity in Health Means Equity in Education

100%

of students
receiving a
full or partial
scholarship to
study

91%

average
financial
aid
coverage

\$918,687

total awarded
in scholarships
this year



The Moskowitz Scholarship for Women in Global Health Leadership allowed me to find the space and opportunity to explore my passions in global health. It has inspired me to commit to accelerating access to health services and education for women and girls. In fact, I want to start an organization that facilitates access to these resources, education and services for women and girls in sub-Saharan Africa."

- GLORIA IGIHOZO
MGHD '19, Moskowitz Scholar

GRADUATE PROFILE: Denise Wanyana

Denise Wanyana never expected her career to turn out as it has. Originally on track to pursue a degree in medicine as an undergraduate at Vanderbilt University, she found herself considering the global health field when introduced to UGHE. Fast forward a year and a few months later, she now serves as Advisor to the Minister of State in Charge of Primary Health Care in Rwanda's Ministry of Health, and a public ambassador of UGHE's global health equity mission. Yet this comes as no surprise. UGHE's Masters in Global Health Delivery Program (MGHD) is carefully curated to develop graduates just like Denise; ambitious, equity-driven, and equipped with the needed leadership and management skills to, in the not-too-distant future, spark large-scale change within health systems to build future resilience.

The MGHD has been invaluable to Denise in her current role. Her year on UGHE's Butaro Campus provided a stimulating environment learn not only the vital principles of global health, but also a holistic skill-set including global diplomacy, history, health finance, equity, liberal arts, and leadership and management. Often seen by traditional medical institutions as 'softer skills,' it is precisely this broad outlook that is needed to provide the holistic, multi-sectoral, and coordinated response demanded by complex global



health challenges like COVID-19.

Denise sees the Leadership & Management course as a degree highlight, allowing her to better understand the priorities of her superiors at the Ministry of Health, and coordinate the needed activities to support their critical work around the country's primary health care. Already, she is exposed to health sector policy through the numerous reports she helps put together within her current role, drawing learnings from the MGHD course on health sector policy and planning.

For Denise, the pandemic period can be compartmentalized into two chapters. When the first case in Rwanda was confirmed in March, she was on UGHE's Butaro Campus, studying the social and systemic forces unfurl in real-time within



The UGHE MGHD program taught me technical skills that I can transfer directly into the work space. As a global health leader, it showed me how invaluable it is to find the people that we want to serve where they live."

- DENISE WANYANA
MGHD '20

COVID-19's disproportionate burden on vulnerable populations around the world. Now, working at the epicenter of Rwanda's robust response, Denise is excited to learn first-hand from Ministerial experts how the country's innovative and evidence-based approach, built on implementation science, is equitably protecting its population.

UGHE's diverse global network of alumni, extending across five continents, continues to grow and have a significant impact on vulnerable populations as skilled, global health advocates trained to think holistically. We look forward to the next chapter of this growth within the bright, equity-driven students currently on Butaro Campus.



Our MGHD Alumni

Equipped with the diverse skill set and management training provided by the year at UGHE, our MGHD '19 alumni are now contributing to repairing and strengthening national health systems in 11 countries globally. Current roles include WHO Consultant, Advisor to the Rwanda Minister of Health, Vaccine Program Officer, Nursing Education Advisor, Research Associate, and Mental Health Manager.

▶ **91%** of MGHD '19 went into full time employment within one year of graduating

▶ **65%** are working in mid-senior level roles or above

▶ **94%** of MGHD '19 alumni said the MGHD supports them in their current role

Nicole Jabo (right), MGHD '19, and a colleague collaborating as part of the contact-tracing unit at Rwanda Biomedical Centre. Nicole now serves as Advisor to Rwanda's Minister for Health. Photo by Rwanda Biomedical Centre



“The MGHD is a comprehensive program. It covers everything from problem-solving and critical thinking skills, to health policy and experiential learning: crucially, it makes me feel comfortable doing what I am doing now.”

-NICOLE JABO
MGHD '19

Advisor to the Minister of Health in Rwanda

Key Settings where our MGHD'19 Alumni Work



61%

rural communities



39%

women & girls



29%

youth



32%

education

Awards, Honors & Conferences:

120 Under 40: The New Generation of Family Planning Leaders

Chevening Global Scholarship

African Changemakers Fellowship Program

CONNECT Program's Data Science and SGM Health Equity Paper

The Coaching Fellowship

Women Leaders in Global Health Conference

Pandemic Preparedness & Response Course

2nd National Conference on Sexual and Reproductive Health

American College of Surgeons Conference

Equity and Inclusion in Healthcare Conference

International Conference on AIDS & STIs in Africa

African Federation for Emergency Medicine (AFEM) Consortium

International Conference on Plasmodium Vivax Research

International Conference for Simulation in Healthcare

Scientific Conference for the College of Surgeons

of East, Central and Southern Africa

Global Women's Health Research Society (GLOW) 2020



Physicians for the Vulnerable

Welcoming Rwanda's future health leaders



Dr. Ornella Masimbi, UGHE Junior Faculty, teaches MBBS/MGHD '25 students using the state-of-the-art facilities in the simulation lab on Butaro Campus in February 2020.

Bachelor of Medicine, Bachelor of Surgery / Master of Science in Global Health Delivery (MBBS / MGHD)

CLASS OF 2025

30 students

of 685 total applicants

20 female

66% of the cohort

CLASS OF 2026

36 students

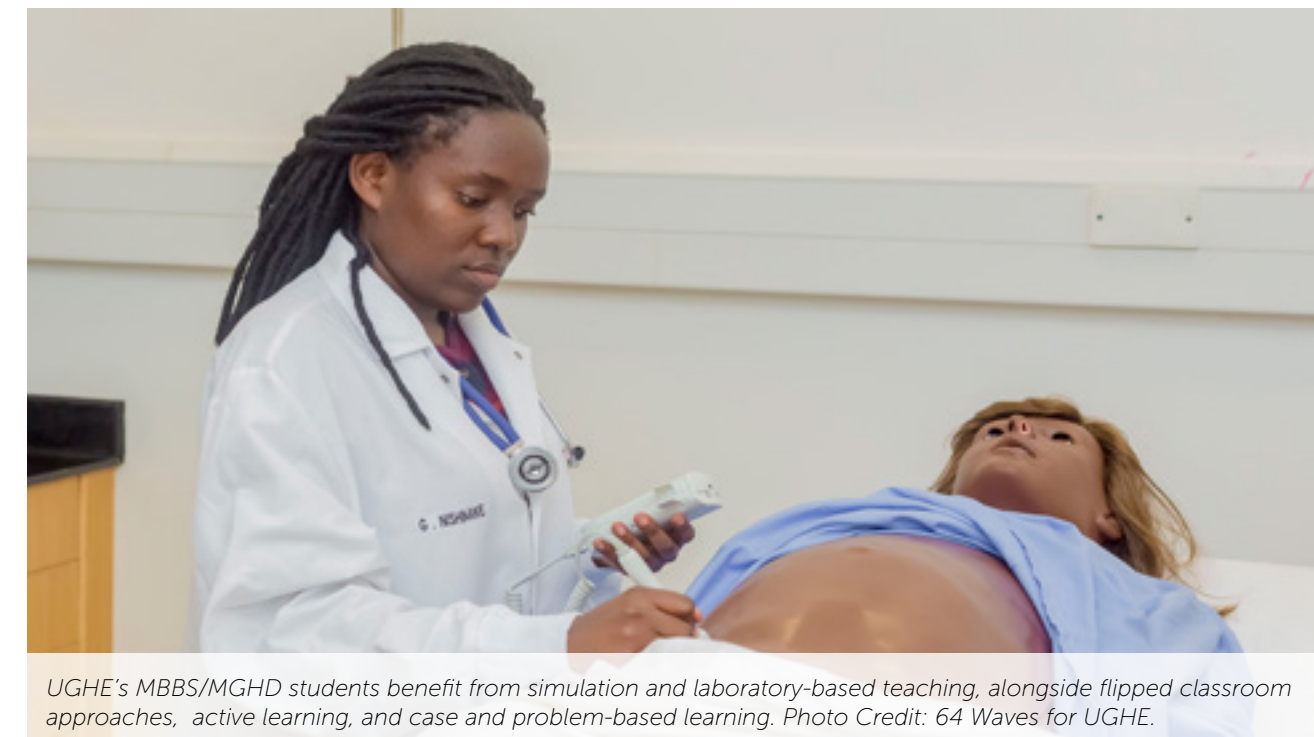
of 705 total applicants

24 female

66% of the cohort

Last year, 30 bright young students, all hailing from Rwanda, were selected through a rigorous, need-blind admissions process and will spend the next six and a half years in Butaro to complete this new and one-of-a-kind dual degree program.

Continuing the growth of our successful medical school program, 36 candidates from a total of 705 applicants were successfully admitted to UGHE in 2020 to form the new MBBS/MGHD '26 cohort and start their six-and-a-half year educational journey. Furthermore, **every one of these students is receiving 100% financial aid, fulfilling UGHE's commitment to equity in health education** by ensuring that financial capacity is not a barrier to medical education.



UGHE's MBBS/MGHD students benefit from simulation and laboratory-based teaching, alongside flipped classroom approaches, active learning, and case and problem-based learning. Photo Credit: 64 Waves for UGHE.

STUDENT PROFILE: EDEN GATESI

Eden Gatesi didn't get to spend much time with her mother when she was growing up. Her mother was a nurse, and would leave early in the morning to take care of patients, then return home late at night. The precious time they spent together, however, had a big impact on Gatesi.

"What impressed me most was even the little time she could spend at home, we would get visitors coming over to thank her for saving the lives of their beloved ones," Gatesi recalled. "That showed me that dedicating my life to being a health professional would help me to have an impact on my community and save their lives as my mom does."

Although Gatesi knew she wanted to follow her mother's footsteps, she felt pressured by societal and cultural norms. Many people didn't understand how she could spend so many years at school, and felt she should instead focus on raising a family. She didn't know a single female cardiologist, the profession she knew she wanted to pursue.

All that changed in 2016, when Gatesi was invited to attend a prestigious camp called Women in Science, organized by the UN-backed nonprofit GirlUp. The camp was an opportunity for girls from across the globe interested in science and technology to come together for two weeks of leadership development training.



"It was a great honor for me," Gatesi said. "It was my first time ever leaving the country, because the camp took place in Malawi, but it was a very good experience for me to meet girls from all over the world. We don't share the same culture, but we share the same vision and same ambition." Being around these like-minded girls, who all had dreams of having an impact on the world through science, removed any doubt from Gatesi's mind about becoming a cardiologist.

Gatesi returned home with a renewed belief in herself. But she knew there were many other girls who hadn't had an opportunity like hers, and might still be experiencing the same doubts that she had. She joined a group called Dear Doctor, which brings together students who have an interest in careers in medicine, as a way to give back to girls like herself.

"The future of Rwanda's health sector is really bright because it has us—girls and boys who are passionate about becoming doctors and are not hindered by people's mindset and view of gender."

**- EDEN GATESI
MBBS/MGHD '25**

"I came back to school wishing to help other girls who think that they can't (be a doctor)," she said. "Joining the Dear Doctor club helped me to show them that they really can."

Now, as a member of UGHE's majority-female, inaugural medical class, Gatesi brings the lessons she learned growing up to a university that prides itself on its commitment to equity. Here, she has found another community of people who share her vision, and said she feels optimistic about this new generation of leaders.

"Starting my journey at UGHE, where we are 20 girls and 10 boys, it has shown me that the future of Rwanda's health sector is really bright because it has us—girls and boys who are passionate about becoming doctors and are not hindered by people's mindset and view of gender."

STUDENTS IN ACTION

COMMUNICATING HEALTH EQUITY | As part of the School of Medicine curriculum, all MBBS/MGHD students are required to complete two modules in Writing and Communications during their first year. As part of their training, students write an essay on a social medicine topic of their choice, with this year's submissions published in a student-run magazine, Vox Leones. Equipping medical students with skills to critically analyze and communicate effectively is crucial in ensuring they have a voice to skillfully contribute to these debates.



REAL WORLD PROBLEM SOLVING | Through a Kepler partnership, UGHE ran a Design Thinking course for MBBS/MGHD '25 students in collaboration with neighboring Butaro District Hospital (BDH). Students observed, researched, and provided evidence-based, and human-orientated solutions to challenges they witnessed at BDH using a design thinking approach, and learned how to strategically explore problems through critical thinking, and direct interaction with patients.



LEARNING THROUGH COMMUNITY | Supported by the Department of Community Health & Social Medicine, students learn from community members, community health workers, and other grassroots actors. In November of 2019, students held a non-communicable disease (NCD) screening clinic in Butaro, where community members met with students to have their vital signs checked and discuss their risk for diseases such as diabetes and hypertension.





Research, Policy, and Advocacy

Establishing UGHE as a Global Hub of Innovation and Excellence



UGHE's two campus laboratories provide opportunities for students and faculty to develop findings to analyse and interpret, increasing the quality and quantity of biomedical research in sub-Saharan Africa. Photo by H264 + Waves Ltd for UGHE

Ushering in a New Era of Research for Health Equity

Research can be a powerful tool to improve the lives of millions of people around the world. Yet we still have a long way to go in addressing the vast inequities in health care and global health research. Outdated models still endorse and fund researchers and their findings from rich countries.

UGHE is committed to developing research that addresses the contextual needs of the vulnerable, influences action in policy and program development, and empowers global fighters to advance discoveries that benefit underserved populations.

Introducing UGHE's Institute of Global Health Equity Research

UGHE's new Institute of Global Health Equity Research (IGHER) aims to become the epicenter of the creation and dissemination of global knowledge. The Institute focuses on the development of collaborative, pioneering global health research, and delivery of innovative and engaging research training for global health researchers and health professionals.

The Institute plans to support and grow UGHE's existing research capacity to examine a wide range of global health fields, including pedagogical and clinical practices, policy changes, interventions and technologies, and organization of health services and systems.

Through the Institute, growth of academic programs and departments, and student and faculty body expansion UGHE research outputs is expected to accumulate at an accelerated rate.

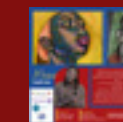
Institute of Global Health Equity Research 2020 Impact



Delivered Introduction to Research Methods course to MBBS '25 students.



Established an international advisory forum - Inteko - and internal steering committee.



Developed and piloted an online training program for peer-reviewing journal manuscripts.



Supported submission of 23 applications for research funding.



Research Highlights

UGHE aims to develop participatory research that explores the critical, yet often nuanced challenges faced by vulnerable populations. It seeks to build advocacy, translate cross-cultural learnings, and inform decisions made by policymakers to create meaningful change for communities globally. Here are three of the highlights from this year;

Combating Under-5 Mortality: Lessons From Rwanda, Lessons from Rwanda, Ethiopia, Senegal, Nepal, Bangladesh, Cambodia, and Peru

Published in Exemplars in Global Health

-- OFFICE OF THE VICE CHANCELLOR RESEARCH --

UGHE partnered with Gates Ventures and the Bill & Melinda Gates Foundation on the Exemplars in Global Health project to identify key transferable lessons that will help guide policymakers and decision-making leaders in countries seeking to achieve progress. Using an implementation science framework, the team including Vice Chancellor Prof. Agnes Binagwaho explored how best to implement key evidence-based interventions (EBI) to reduce amenable U5M, working closely with six in-country partners to share key transferable insights.



A doctor weighs a two-year-old at a health center in Kirehe District. Photo courtesy of Gates Archive for Exemplars, taken in 2018.

Ending Child Marriage in Nigeria: Maternal and Child Health Country-Wide Policy

Published in the Journal of Science Policy & Governance

-- STUDENT RESEARCH --

As part of their degree, MGH D students gain evidence-based management and delivery experience through a research project called the Practicum. As part of their Practicum, five MGH D'20 Graduates - Hawa Obaje, Chinelo Grace Okengwu, Aimable Uwimana, Henry Kanoro Sebinez, and Chinonso Emmanuel Okorie - analysed the correlation between the reduction in child marriage and the decline in maternal and child morbidity and mortality, proposing a government-enacted Maternal and Child Health Country-wide Policy around maternal and child health matters.



Nigeria has the 11th highest prevalence of child marriage in the world. Photo by Wellbeing Foundation, taken in 2019.

Developing models for African tertiary education's response to COVID-19 pandemic and other emergencies

Published in the Journal of Education, Society and Behavioural Science

-- STAFF RESEARCH --

Emergency situations put an unprecedented strain on African tertiary institutions, with many relying on conventional curricula and contact-based learning methods. Transitioning to online teaching is critical, but is impractical, costly, and unresponsive to build new systems after a crisis has hit. Leveraging UGHE's pandemic response, UGHE's Dr. Joshua Owolabi, Dr. Matt Ames, Kiuna Anthony, Clement Muhire, and Prof. Abebe Bekele, showed how instructional design and infrastructure could be adapted to maintain optimal learning.



UGHE students have adapted to online study, leveraging UGHE's infrastructure to transition to virtual teaching and learning. Photo by 64+ Waves for UGHE, taken in February 2020.

DEAN'S RESEARCH GRANT

UGHE strongly encourages intra and interdepartmental research projects among faculty and students as an opportunity to collaboratively respond to community needs. In alignment with UGHE's mission to provide quality education through promoting problem-solving research, the Office of the Dean launched the Dean's Research Grant, which commits funding towards UGHE research projects. All submitted proposals are peer-reviewed and face approval by UGHE faculty, the Office of the Dean, and UGHE Leadership.

Funding Innovative Internal Research with the Dean's Research Grant

\$3000

awarded per approved project

\$37,718

so far committed in funding

16

research projects approved

9

research projects focusing on Reproductive Health

RESEARCH
ACHIEVEMENTS
OF FY20:

54

research papers published

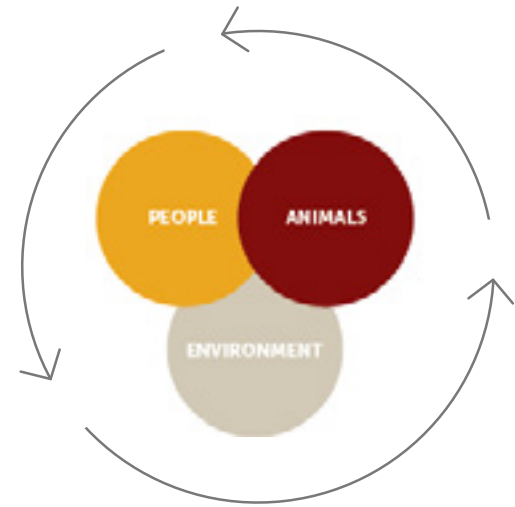
26

leading peer-reviewed journals



Center for One Health

One Health is an integrative effort of multiple disciplines working locally, nationally, and globally to attain optimal health for people, animals, and the environment.



The One Health approach recognises the links between humans and their biophysical, social and economic environments. UGHE's Center for One Health supports the integration of One Health throughout all UGHE curricula, alongside One Health-centered academic initiatives such as an MGHd option in One Health, an Executive Education course in Pandemic Preparedness and Response, a future One Health Fellowship program and development of a Neglected Tropical Diseases (NTDs) Community of Practice.

KEY FY20 HIGHLIGHTS



ONE HEALTH DAY

One Health Day is a global campaign aimed at bringing attention to the need for One Health interactions. In November 2019, UGHE held a two part celebration that welcomed 70 secondary school children from Butaro Sector to campus to take part in a range of immersive One Health activities.



ONE HEALTH & COVID-19

UGHE's Center of One Health and Partners In Health co-hosted a four-part course; "Equity Approach to Pandemic Preparedness & Response." Over 2,500 participants enrolled from 80 countries, laying strong foundations for the launch of an upcoming MGHd program in pandemic preparedness and response.



OUTCOME MAPPING WORKSHOP

The One Health Collaborative welcomed Julius Nyangaga, a seasoned outcome mapping facilitator, to Rwanda in November 2019 to lead a three-day workshop for One Health Fellows, UGHE and UR faculty, UGHE alumni, and other research/industry partners working collaboratively to create sustainable strategies for local development problems.

MGHD ONE HEALTH

Responding to zoonotic disease increase like and pressing threats like climate change, in FY20 the Center for One Health developed the curricula for an MGHd option in One Health to launch in September 2020, equipping students with a trans-disciplinary, multi-sectoral and holistic lens to improve animal, environmental and human health.



COVID-19 has shown us the importance of One Health and how it plays into the success of a response to a pandemic. To protect humanity, we must protect animals and the environment. During my MGHd I learnt that One Health is participatory. If you practice a One Health approach within health policies, you elevate the people you are serving from passive receipts of information to active participants in health policy and decision-making."

- LISA BERWA
One Health Scholar, MGHd '20

Scaling Knowledge for Global Health Professionals

Supporting the global health equity movement through practical Executive Education training programs

Alongside its flagship Master of Science in Global Health Delivery (MGHD), UGHE offers a growing portfolio of executive education training programs in French and English for global health professionals. **Our custom programs and short courses are designed for executive global health learners** who want to deliver health care more effectively and equitably.

These trainings develop key competencies, including health systems strengthening, leadership, management, and strategic problem solving. Our trainings catalyze change at the individual, organizational, and systems levels and ensure learners return to their workplaces and health systems prepared to more effectively deliver value-based programs.

FY20 IN EXECUTIVE EDUCATION: BY THE NUMBERS

62

global participants
enrolled in programs

16

countries represented
across learners

36

days of in-person /
virtual programming



Participants from seven French-speaking African countries gathered on Butaro Campus during the Global Health Delivery Leadership Program intensive residency in February 2020 to develop their skills as global health leaders.

Extending the Global Health Delivery Leadership Program (GHDLP) to Francophone Health Professionals

In partnership with the Global Fund, the GHDLP was designed to equip trainees with foundational management and leadership skills and to explore a range of replicable innovations in global health delivery. Given UGHE's commitment to global health equity coupled with Rwanda's bi-lingual history, we were uniquely suited to adapt this training for Francophone Africa learners. In February 2020, UGHE welcomed seven Francophone African country groups for a two-week intensive residency on Butaro Campus before entering a six-month mentored project implementation period aimed at addressing global health challenges in their respective countries.



GHDLP participants from the Niger country group on a Butaro Sector site visit as part of the community-learning opportunities in February 2020.

Building Leadership Capacity in Global Trainees in Partnership with GAVI



Joseph Ndagijimana, MGHD '18 and Zipline Country Manager in Rwanda speaks to GAVI EPI LAMP participants from Ethiopia, Kiribati, Solomon Islands, Tanzania, and Myanmar in December 2019.

UGHE joined forces with GAVI, the Vaccine Alliance to strengthen national leadership and management of immunization programs in Gavi-supported countries. The Expanded Programme on Immunisation Leadership and Management Programme (EPI LAMP) is an innovative management training course for immunization leaders in developing countries. In November 2019, participants from Ethiopia, Kiribati, Myanmar, Solomon Islands, and Tanzania graduated from a nine month training program, equipped with the performance management, political engagement and advocacy skills to manage EPI systems in their home countries.

The Center for Gender Equity

The Center for Gender Equity was inceptioned in late 2019, and formally established in early 2020. In line with UGHE's vision and operations, the vision of the Center for Gender Equity is to become a center of excellence in gender equity through gender sensitive standards of practice at UGHE and providing accessible and practical education to the next generation of global health leaders, to improve health outcomes and social systems.

The following are the key pillars for the Center for Gender Equity:



Student & Community Engagement

Ensure mainstreaming of gender in all student and community engagement projects at UGHE.



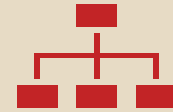
Research Activities

Support UGHE research on gender and global health issues, and collaborative engagements with students, faculty, staff and partners.



Academic Activities

Mainstream gender into academic programs, networking & leadership events through gender-focused curricula & training.



Organizational Practices

Integrate gender in the overall planning, implementation and monitoring of UGHE's activities and HR processes.

UGHE's Mentorship Program unites leaders and learners to explore mechanisms for ensuring successful mentorship and solutions to mentoring program challenges.

Engagement in collaborative research projects to assess barriers to UGHE female's access to medical school level education, in collaboration with external partners.

Curricula development for an MBBS/MGHD course 'An Introduction to Gender & Social Justice', & an MGHD Gender, Sexual & Reproductive Health option.

Initiation of a Gender & Diversity Audit in FY20 to measure gender and diversity integration in organizational plans, implementation mechanisms, policies and practices.



Hosted by UGHE and held for the first time in Africa, the 2019 **Women Leaders in Global Health (WLGH19) conference** last November saw over 1000+ participants attend the third iteration in the annual conference series. Leaders in diverse sectors of global health met in Kigali to discuss how best to overturn global health gender inequities within Africa and beyond. Multiple panels over the two days served as enabling environments for open discussion, helping forge progressive new networks to advocate for gender parity in global health.

"We need to create and avail opportunities for capacity building and training, especially on leadership, and create strong female networks from which the next generation of female health practitioners can get the mentorship, and guidance they need to take their careers to the next level."

**Her Excellency, Mrs. Jeannette Kagame,
First Lady of the Republic of Rwanda**

WLGH19 BY THE NUMBERS

1,100 attendees

from across 81 countries

119 speakers

representing 34 countries

- 53% international speakers
- 47% from African countries

26 panels

As a valuable platform for emerging and established leaders from diverse sectors of global health to advance the global health dialogue.

Notable Speakers

The First Lady of the Republic of Rwanda, Her Excellency, Mrs. Jeanette Kagame, Her Royal Highness Princess Dina Mired, Honorable Ministers.



Hamwe Festival 2019

Since it was created in 2015, UGHE has worked successfully on building bridges across sectors. In this spirit of collaboration Hamwe Festival was created, a festival that has the dual mission to celebrate the contributions of creative communities to the global health equity agenda and enable artists, scholars, and global health professionals to collaborate to improve health around the world. From November 8th to November 13th, 2019, artists and global health leaders from all over the world convened in Kigali, Rwanda for the inaugural Hamwe Festival, uniting the global health and creative communities to explore leveraging the arts to promote better health outcomes.

The festival's Opening Ceremony featured UGHE and PIH leadership, alongside the Honorable Minister of Youth Rosemary Mbabazi. The work of international artists was on display at the "Beauty As Medicine" Exhibition, curated by Maison Beaulier, and attendees heard from French philosopher and psychoanalyst Cynthia Fleury on the role of arts and humanities in health care. The festival's flagship event was the She Matters Concert, in partnership with Globe-athon, with two powerful performances from Rwandese singer Nirere Shanel, and Grammy award-winning Malian singer Oumou Sangare.

The 'Hamwe Talks' hosted the WHO's Arts & Health Lead, Chris Bailey, alongside Didi Bertrand of the Women and Girls Initiative, award-winning documentary photographer Yagazie Emezi, and more. The festival culminated in a night of dance, which explored dance can be a tool to resolve physical and mental health issues.

Hamwe Festival is the latest example of UGHE's commitment to radically transform health education and health service delivery. We believe that the problems that exist in the field of global health are complex and multi-faceted, and therefore require cross-sector collaboration to generate new perspectives to solve these challenges.



Grammy-award winning Malian songbird Oumou Sangare performs at the She Matters concert at the inaugural Hamwe Festival in 2019 in Kigali, Rwanda. Photo by Illume Creative Studio.



3,000+ | global attendees | **19** | countries represented by speakers and artists

Clockwise from top left: Rwandese singer, actress, and supporter of domestic violence victims, Nirere Shanel, performs at the She Matters concert at the inaugural Hamwe Festival. A group of dancers perform to choreography by Wesley Ruzibiza at the Hamwe Festival Dance and Global Health event. World-renowned researcher and dance movement therapist Dr. Rainbow Ho from the The University of Hong Kong speaks to audiences on the final night of Hamwe Festival. Students from around the world took part in the inaugural Hamwe Masterclass, learning from experts in global health and the arts. All images credited to Illume for UGHE, November 2019.



Driving Forward Development:

Advancing Our Community Impact & Building An Enduring Institution for the Future

A MESSAGE FROM THE DEPUTY VICE CHANCELLOR OF ADMINISTRATIVE AND FINANCIAL AFFAIRS

It has been an eventful fiscal year; one which has challenged the resilience of organizations globally, sparked new approaches, and seen teams internally collaborate in innovative ways, bound by solidarity, and a shared mission.

2019 saw the implementation of several collaborative projects at UGHE to further ongoing commitment to the communities we serve and partner with. Through internal fundraising, UGHE staff and faculty contributed to building ten new houses for homeless Butaro Sector residents, and worked alongside our community partners to construct them during Umuganda, Rwanda's designated monthly day of community service. Through social integration and fundraising, UGHE staff and faculty provided health insurance for almost 600 vulnerable families in Burera, continued its capacity-building within Burera secondary schools, and helped provide over 1,500 sanitary products to disadvantaged girls in the area.

In November last year, UGHE hosted two major global events. The third iteration of the Women Leaders in Global Health Conference, hosted by UGHE in Kigali, saw change makers and experts from 81 countries around the world come together over two inspiring days to advance gender equity in global health leadership and improve health for all. November also saw the launch of the first edition of the annual Hamwe Festival, a global event welcoming 3,000 local and international participants, and uniting leaders and activists in the global health and creative communities to explore the intersection between the arts and health. The six-day event was a powerful tool for showcasing art as a catalyst for action against seemingly intractable health challenges, and its success paves the way for this event to rapidly grow through future editions.

Whilst, since its outbreak in December, the global pandemic has forced the closure of many academic institutions around the world, **UGHE's early, and robust adherence to government response efforts ensured near-continuity in every area of university output. Knowing that transparent, science-backed communication, interprofessional collaboration, and innovative thinking around organizational structure were crucial to sustaining operations,** UGHE committed to these principles to remain open and operational for the benefit of the students and communities we serve.

Keeping our UGHE community, including those around us, safe and well-protected was and is our priority, and consequently campus was quickly adapted; closing its doors to visitors, intensifying hygiene measures, and providing weekly physical and mental check-ups for campus residents with a trained nurse. As part of our equity-agenda, we ensured that professional roles made redundant within the pandemic were reassigned to support other areas of university output and wider national response efforts. Our UGHE drivers, no longer facilitating travel to and from a closed campus, were reallocated to directly support Rwanda's COVID-19 response by transporting patients and health workers safely between their homes and health facilities across the country.

As an organization, we have thrived during these uncertain times, a success that is attributed to the dedication of our staff, campus workers, and faculty, some of whom have made significant sacrifices in choosing to be absent from their families to keep campus operations running seamlessly. The Government of Rwanda has recognized these efforts, authorizing the reopening of campus to students in September this year. I sincerely thank them all, alongside our ever-growing roster of partners and supporters, for enabling us to maintain our promise of quality, equitable health education for our students, program participants, and surrounding communities now, and in the future to come.

With our rigorous FY20 Financial Audit now complete - ensuring all fairness of all records - we now continue our strategic planning process, which will lay the robust foundations for our future development, extending our impact across the region, wider Africa, and globally. Our Butaro campus expansion, along with that of our neighboring Butaro District Hospital is now fully underway, accompanied by a plan for equilibrium with our local environment and ecological sustainability, allowing space for all to flourish within a wider setting, while maintaining strong connections to our neighboring communities.

I wish you all a safe and happy year ahead.

Rogers Murajige,
Deputy Vice Chancellor, Administrative & Financial Affairs





Our Commitment to Community

Facilitating development through partnership in Butaro



Set up high in the hills of Butaro Sector, Burera District, the position of UGHE's Campus is deliberate: to facilitate meaningful partnership with the surrounding community, and give students a holistic understanding of the unique challenges faced by vulnerable communities living in rural and remote settings. UGHE's commitment to community and social medicine is realized through four core pillars: education, research, advocacy, and action which, combined, aims to address the social, economic and political determinants of health through a community lens, and advancing community health across the globe.



MBBS/MGHD '25 students and faculty meet with members of the community in November 2019 during a home visit as part of UGHE's emphasis on community-based education.



MGHD '20 students helped develop and deliver an engaging Campus Science Day for Groupe Scolaire Runaba secondary school students in February 2020.

Community-Based Education: All curricula at UGHE incorporate community-based education, focussing on the study and improvement of physical and mental wellbeing of people in a specific geographic region, and building an understanding around how health, disease and social conditions are interrelated. Leveraging the unique positioning of UGHE's Butaro Campus, student learning is enhanced through first-hand observation, reflection and field-based projects where students work to implement community health interventions. This practical application of classroom learnings ensures students understand the complexity of delivering care in all settings.

Community-Based Participatory Research: UGHE aims to advance community-based research to help identify solutions to intractable health issues in diverse, community-based settings. This agenda is responsive to growing national and international concerns around rural health and primary healthcare, community health systems, malnutrition, and noncommunicable diseases, mental disorders and inequities in healthcare access for underserved populations. Analysis, some conducted in partnership with international academic institutions centers on pressing issues affecting underserved and marginalized populations.

Community Engagement: In October 2019, UGHE launched its Community Engagement Department to formalize its commitment to meaningful partnership and engagement with the local Burera District communities. Butaro Campus positioning facilitates a close interaction between students, staff, and faculty, and their Butaro neighbours - to share resources, spark new initiatives, and offer educational and socio-economic opportunities. With plans for campus expansion across our hill now fully in motion, UGHE hopes to deepen its partnership to further contribute to the local economy and workforce.



Engaging Our Community Partners

This year, our community partnership has manifested itself in increased job creation on campus, educational opportunities, equipment and resource provision to local schools, and UGHE participation in community-led initiatives such as Umuganda, Rwanda's monthly day of service. UGHE extends its commitment to equitably training up the next generation to primary and secondary schools in Burera district, through the implementation of a series of activities to **promote learning and social development work.**

At **Umuganda** - Rwanda's monthly day of community service - UGHE worked with 300 community members to plant 500 trees, as well as funding and **constructing ten new houses** to support vulnerable families in Nyamicucu, Butaro Sector.



In partnership with **local schools and health centers**, UGHE contributed to the provision of sinks in schools to encourage hand-washing, facilitated a local school book drive, and contributed towards 20 microscopes to Burera health centers & Butaro District Hospital.



In February 2020, UGHE's MGH students welcomed 46 Burera District secondary school students on campus for **Science Day**, an immersive day aiming to nurture student interests for science studies.



An **immersive teacher-training course** was hosted in January 2020, welcoming ten Butaro science teachers and one Headmaster on campus. Local students and teachers benefitted from student-taught English language courses.



Contributing to Socio-Economic Impact and Community Health in Butaro

UGHE is committed to driving sustained and tangible socio-economic impact within Burera communities. From local food sourcing to feed campus residents, to investing in national health insurance for vulnerable families, UGHE's work within the surrounding community will, in time, contribute to the wellbeing and income generation of Burera's communities, and serve as a springboard for wider community-led development to follow.

5M | During the pandemic, UGHE contributed RWF 5 million to provide Burera District's isolation center with masks, gloves and other essential needs.

447 | Through social integration, UGHE has raised funds internally to buy community-based health insurance for 447 persons.

76% | 76% of campus contractors are from Burera District, 46% of whom are women. In the next two years, the goal is to have 80% from Burera District and >50% women.



“Working with UGHE within these past two years has brought a lot of positive changes in my personal and professional life. I am certain that within five years I will have learned and achieved even so much more: like being able to have my young child start school, learning how to use more machines and equipment, and improving my English.”

- **JEAN DE DIEU ISHIMWE**
UGHE Campus Contractor

CAMPUS STAFF

Emmanuel Dushimimana

From an early age, Emmanuel Dushimimana knew he was going to be a chef. He'd watched his grandmother cooking pasta for the family, and enjoyed flicking through the pages of Jamie Oliver cookbooks. His opportunity came aged sixteen when, accepted into hotel operations training school, he explored a professional kitchen for the first time, before arriving, a trained chef on UGHE's Butaro Campus during the final phase of its construction in January 2019. He remembers campus inauguration like it was yesterday and, more so, the new kitchen, fully equipped to serve meals to the 120+ staff, students, and faculty soon to call this home.

UGHE provided training opportunities for Emmanuel and his colleagues, learning from Head Chef Bella Twizerimana. Now, the expertise filters down to a new generation. Emmanuel has seen many young people from the surrounding area pass through the kitchen swing doors to learn more about the culinary arts from the kitchen's trained chefs. 'They're so passionate.' Emmanuel says with a smile. 'We have hope that some of them will become excellent chefs, staying here on Butaro campus, or joining hotels in different cities of Rwanda'.

UGHE's Butaro Campus kitchen is at one with its surroundings. Set high up in the hills of Burera District, it's position is deliberate; to facilitate UGHE's partnership with its neighbouring communities, and train



all UGHE students on the nuances of community health. The kitchen prioritizes ingredients sourced from the immediate local area, including meats, eggs, cream, honey, fresh fruit, and vegetables. This, in turn, supports the income of local farmers, encourages the diversification of crops grown in the area, and, subsequently, boosts the nutritional value of what people eat on campus and in the community. 'I'm proud that our efforts in the kitchen can help farmers generate income', says Emmanuel, 'It helps them send their children to school, and get community health insurance.'

The kitchen's mission goes hand in hand with that of both PIH and UGHE: to ensure that everyone, everywhere, has a healthy and productive life. Whilst not all ingredients can be sourced within Butaro, the kitchen identifies "food gaps," and how to address them; with seeds. The local growing efforts will run on a house-to-house basis, as the UGHE team meets with local families to match the right seeds with the right land, and support the crop diversification in the area.



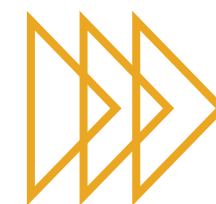
We always work to make a difference. We buy ingredients from the surrounding communities and build strong relationships with local farmers. Many have started to grow crop varieties that they didn't use to grow to serve a new market."

- EMMANUEL DUSHIMIMANA
UGHE Campus Chef

Diversification is also taking place in the kitchen. 'UGHE has many people from different backgrounds and we don't want any of them to miss the food from their place of origin.' says Emmaneul.

At the start of the pandemic, Emmanuel and many of his colleagues chose to stay on campus to ensure those on campus unable to travel home due to travel restrictions - were fed. The kitchen took up appropriate prevention measures for campus residents and the surrounding communities. 'Our meetings with farmers are no longer happening, but we ensure local food sourcing continues, respecting COVID-19 rules.' explains Emmanuel.

In a post-COVID era, UGHE will launch a campus capacity building program focussing on food and beverage for the local community, alongside training for front office roles in hospitality, aligning with national priorities to expand Rwanda's tourism and hospitality sector. The hope is that the kitchen will train Butaro youth to continue the legacy of cooking and eating sustainably, whilst supporting vulnerable communities.



Keeping our Butaro Campus and Community Safe During COVID-19

The ongoing dedication and commitment from UGHE's staff and workers on Butaro Campus have ensured the needs of all are met during lockdown; rapid physical and mental health screenings taking place regularly, movement on and off campus is limited, separate rooms for all have been allocated, and the cleaning schedule has intensified to keep everyone safe and sanitized.

UGHE has also found innovative ways to put the resources it has available towards strengthening the national, and community response. As part of its ongoing commitment to serve the most vulnerable, UGHE made the decision to put both its vehicles and staff at the service of Rwanda's essential health workers and vulnerable patients, to ensure their mobility between key health facilities during a time of limited movement in lockdown.



UGHE students, staff, and faculty quickly adjusted to social distancing rules to abide by COVID-19 guidelines in Rwanda.



UGHE Campus cleaners like Diane Niyotwagira have supported an intensive cleaning rota to prevent virus transmission.



COLLINS INKOTANYI
Campus Operations Manager

"I am so proud of how UGHE has performed in light of COVID-19. All residents have followed the COVID-19 prevention measures UGHE has implemented to keep us safe. We have received great support from our contractors in the kitchen and running security, and the staff and faculty who stayed on campus to ensure uninterrupted learning for students."



VINCENT SINGIZA
UGHE Driver

"It means a lot to be able to contribute to Rwanda's wider national and community response to COVID-19, and ensure the cycle of critical patient treatment is not interrupted at this time. My role hasn't changed too much; I still transport people between places, but now my work supports cancer patients travel from where they live to a variety of hospitals in different provinces of Rwanda."

Our Future Development and Impact

Phase II Campus Expansion & Butaro District Hospital Expansion

Integral to UGHE's ongoing mission to grow its impact are enhancements to existing platforms, and expansion of new infrastructure which, underpinned by effective planning, strong governance, and partnerships, will allow UGHE to set new standards for what is possible in higher education and global health.

- ▶ UGHE continues the planning and design for its Butaro campus expansion, increasing space to serve more learners, offer new degree programs, increase the quality and quantity of biomedical research in sub-Saharan Africa, and provide improved medical training and support to hundreds of other regional health professionals and champions.
- ▶ UGHE, Inshuti Mu Buzima, and the Government of Rwanda, have worked collaboratively in FY20 on plans to transform Butaro District Hospital into an accredited teaching hospital. Clinical services and bed capacity will expand to serve more patients, and create a world-class teaching environment for UGHE students and other medical students from the region.

A rendering showing the development planned for Phase II Butaro Campus Expansion. Image credit: FBW Group for UGHE.

CAMPUS EXPANSION IMPACT

300%
increase in faculty
across multiple
departments

1000
campus resident
housing
capacity

50%
increase in lab
space for training
and research

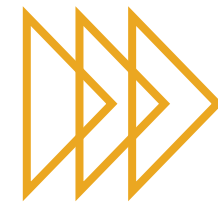
3000
new jobs created
in campus
development

\$30m
capital initiative
beginning in
October 2020

“

"There is a misconception that education outside cities is somehow lower quality. At UGHE, we are striking out this understanding by providing high-quality education within state-of-the-art facilities to the next generation of health professionals in a setting. **This mission drives us all.**"

- EMMANUEL KAMANZI
Director of Infrastructure



Leverage New Innovations in the Virtual Classroom

Whilst many academic institutions across the world closed in line with guidelines around COVID-19, UGHE students have benefited from a complete lockdown but fully operational campus, as authorized by the Government of Rwanda. This was as a result of two months intensive preparation, from January 2020, before the first case was announced in Rwanda [March 14th], and to provide a home for students, faculty, and staff from other countries both from the region and overseas who decided to stay and continue to learn and serve in Rwanda despite travel restrictions. **This approach aligns with UGHE's mission of providing both quality education and equitable care consistently.**



MBBS/MGHD student Nelly Numumaro accesses course content via UGHE's online learning infrastructure.

Knowing that the need for equity-driven global health leaders is more critical than ever before, UGHE's teaching needed to continue uninterrupted. **This was facilitated through UGHE's sophisticated remote learning infrastructure** implemented long before the COVID hit. Faculty were therefore trained and ready to use it, and students continued to find new learning opportunities within their virtual classrooms.



Clement Muhire at an Audiovisual Training Program at Stanford University, California, in 2019.



Our University has a distinct mission that links everyone; as a team we all understand what it means to invest in higher education in health care, and so we all work together to ensure students always get an optimum quality of learning."

- CLEMENT MUHIRE
UGHE IT Specialist & Lecturer

Thanking our Supporters and Partners

As with all organizations, 2020 has been an exciting and challenging year for the UGHE team and the work we do. None of the work we do would have been possible without the tireless effort and support of the thousands of academics, researchers, financial supporters, partner nonprofits, and more **who believe in our mission and work every day to help us grow and provide the unique education we are able to provide at our campus, and now online.**

The case for UGHE has never been more poignant and clear.

Robust health systems that provide for the most vulnerable, offer contextualized care, and are led by insightful, knowledgeable, and empathetic leaders are not a privilege but a need, around the world. Our daily work educating these future leaders, will help prepare for, and prevent pandemics just like this one. We are incredibly grateful to all of you who have continued to stay connected with us during these difficult times, who have lent support to us in the past, and who continue to invest in global health leadership.

Thanking our key donors including Kerfuffle Foundation, Segal Family Foundation, Cummings Foundation, Alice Moorhead, Ben and Julia Kahrl, CRI Foundation, Tiffany Chao and David Bebb, William and Lesley King, Karim Benali, Eric Anderson, Godley and St. Goar Families.



Representatives from PIH sites around the world gather at UGHE's Butaro campus in 2019.

PARTNERSHIP HIGHLIGHTS

▶ Umusanzu agreement and funding secured for MBBS Class of 2026

▶ 50+ visits pre-COVID to Butaro Campus by partners, supporters, & global colleagues

▶ Inaugural Simulation Center training with Gradian Health Systems

▶ Funds raised to support scholarships, new programs, faculty, & community engagement

▶ Established The Nancy and Chris Deyo Masters in Global Health Delivery Scholarship



Clockwise from top left: Bonnie Weiss, UGHE esteemed partner, announces a challenge grant of \$1 million USD at WLGH19 in November 2019 to support UGHE's education of a new generation of global health leadership. Photo by Illume for UGHE. Witness Uwera, UGHE Student Services Coordinator, leads a tour during a visit by PIH Co-Founders Dr. Paul Farmer & Ophelia Dahl, and PIH CEO, Dr. Sheila Davis to UGHE's Butaro Campus in 2019. HRH Princess Dina Mired of Jordan visits UGHE's Butaro Campus, where she is visited by UGHE supporter and medical technologist Dr. Fred St. Goar in November 2019. UGHE Campus Kitchen Manager Bella Twizerimana is joined by guests Dr. Paul Farmer, UGHE Chancellor, Boston-based chef, Jody Adams, Harvard Medical School Dean Ed Hundert, and PIH's Katie Kralievs in February 2020.

Thought Leadership and Global Advocacy

Leveraging UGHE's internal expertise, UGHE has lent its voice to global conversation on a wide range of critical subject areas through op-eds, articles, profiles, interviews, webinars, and social media. Addressing global health challenges spanning the decolonization of modern nursing to the need for sex-disaggregated data, UGHE's thought-leadership challenges the status quo, offers new and innovative perspectives of trending news, gives voice to the historically unvoiced and contributes to a vital shift in the center of gravity for expertise and know-how, from the Global North, to the Global South.

We've been delighted to contribute our perspectives to top-tier media, including:



ADVANCING NEW THINKING IN GLOBAL HEALTH
-- FY20 BY THE NUMBERS --

52

UGHE articles published on our website

23

press interviews conducted with UGHE advocates

40

op-eds published in 26 high-reach, publications

32,700

total followers across UGHE Social Channels

20,000

total subscribers to UGHE newsletters

UGHE's Contribution to Global Health Advoacy

UGHE is committed to driving meaningful, solution-focused discussion between leaders and learners through its webinar series, offering contextual solutions and cross-cultural learnings to address global health problems, as well as lending our expertise to virtual events around the world. Before COVID-19, UGHE representatives also attended in person global events, trainings and workshops, building internal capacity to serve the most vulnerable.



LEVERAGING OUR VIRTUAL PLATFORMS FOR KNOWLEDGE-SHARING

UGHE webinars are deliberately designed to challenge the status quo, providing new thinking and innovative solutions on today's greatest global health challenges through the lens of experts.

Webinars have focussed on subject areas spanning mental health, health workers & professionals, research and communities, women's health & wellbeing, COVID-19 preparedness & response, and mentorship.

UGHE Webinars Aim To:



Educate audiences about global health equity



provide a platform to unite leaders & learners



Encourage the transnational sharing of expertise



offer solutions for challenges faced by marginalized groups.

A MESSAGE FROM THE CHANCELLOR

As I reflect on the year we've endured, I'm filled with pride, admiration, and gratitude for UGHE's achievements amid exceptionally difficult circumstances. In 2019, when we inaugurated our beautiful campus in Butaro, none of us could have predicted that we'd be preparing it for a lockdown just a year later. But the unexpected did not catch us unprepared. **Well before Rwanda confirmed its first case of COVID-19, UGHE swiftly introduced measures to keep our community safe and assembled systems to ensure supportive isolation, access to testing, and linkage to care for anyone who might be sickened by, or at risk of, coronavirus infection.** (The Government of Rwanda did as much on a national scale, sharply curtailing community spread and deaths from the virus.) In spite of the year's challenges, UGHE has managed to expand its vital work, so much of it focused on building more equitable health systems.

I'm especially buoyed by our success in continuing the university's teaching mission. **The concerted efforts of staff, administrators, faculty, and—most of all—students have allowed us to adapt our educational programs to meet the demands of social distancing, while finding new and meaningful ways to connect.** In July, UGHE and Partners In Health hosted an online course that taught the principles of equity-driven responses to pandemic disease, drawing over 2,500 registrations from 83 nations. A couple weeks after its conclusion, we celebrated the graduation of our fifth cohort of master's students, who now join a global collective of alumni in the essential work of forging a healthier world. Indeed, many are now on the frontlines of the fight against a plague unknown to us when we last met. They're managing community health workers, advising Ministers of Health, and drafting policy, all while keeping their focus squarely on the most vulnerable.

There are other reasons to celebrate, too. In the midst of national lockdowns, UGHE staff helped transport cancer patients, health workers, and medicines, preventing disruptions in oncology care for scores of patients in need. Many students organized campaigns to educate community members about COVID-19. In September, we welcomed the second class of medical students, but the first to begin their UGHE educations remotely. I had the chance to teach them this fall, as did many others on our faculty, and was reminded how fortunate we are to draw some of the brightest, most promising students. Though they were scattered across Rwanda—and learned from instructors dispersed across the globe—they never failed to enliven the virtual classroom with their enthusiasm, curiosity, and dedication to social justice. In October, a new cohort began our master's program in global health delivery; these 25 students hail from 14 countries and are accomplished professionals who have devoted years to difficult and inspiring work. The arrival, whether virtual or physical, of new students is a reminder of both the promise of higher education and our promise to those at greatest risk of unjust suffering.

These promises are at the heart of our mission at UGHE. They're evident in our name, embedded in our curriculum, and manifested in our actions. **The importance of equity—long appreciated by those who've steered Rwanda's health system—has perhaps never been clearer than it is now, as a once-in-a-century pandemic (if we're lucky) roils the world.** My native country, the United States, has been devastated by the virus not because we have too few medical staff or too little stuff or an absence of space in which to provide care (though many hospitals are reaching capacity as these words are written). We've failed to contain the virus in large part because we lack more equitable and humane systems. We lack, for example, the robust social safety nets needed to permit social distancing and quarantine (or at least make them more tolerable). Rwanda, despite its fewer resources, has mounted a far superior response, and is persistently improving it. Indeed, those students whose learning was exclusively virtual this fall have recently joined their peers in Butaro.

In closing, I'd like to express my appreciation for all of the lions who make up UGHE's pride, and for the compassionate partners who have accompanied our students. I hope you will join us in the new year, and I look forward, with optimism and resolve, to the work that awaits us.

In solidarity,
Dr. Paul Farmer, UGHE Chancellor



UGHE graduates flip their caps in celebration at the MGHD 2019 Commencement Ceremony in Butaro. Photo by 64+ waves for UGHE.

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