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**UGANDA**



STRIDES LEGACY SERIES



ENGAGING THE CORPORATE SECTOR TO STRENGTHEN HEALTH SERVICES IN UGANDA

Photo by TADEO ATUHURA

**STRIDES for Family Health**

*increased access to and improved the quality of integrated reproductive health, family planning, child survival, and nutrition services in Uganda.*

*Management Sciences for Health (MSH) implemented the project with core partners Communication for Development Foundation Uganda (CDFU), Jhpiego, and Meridian Group International.*

*Funded by the US Agency for International Development (USAID), STRIDES worked in 15 districts of Uganda: Kamwenge, Kalangala, Nakasongola, Kyenjojo, Mityana, Kasese, Bugiri, Mayuge, Kamuli, Kayunga, Mpigi, Kaliro, Kumi, Luwero, and Sembabule.*

With relatively stable economic growth since the 1990s, Uganda's business community has increasingly embraced corporate social responsibility (CSR), establishing the Ugandan Chapter of Corporate Social Responsibility in 2007.

STRIDES for Family Health built on this momentum when it began activities in Uganda two years later: STRIDES contributed to the Ugandan Government's goal of improving the health of families and communities by reducing fertility and lowering maternal, newborn, infant, and child morbidity and mortality.

In reaching out to the corporate sector, STRIDES believed that the well-being of communities was important for businesses' prosperity. Many businesses in Uganda are already making investments in community, environment, and health as part of their CSR portfolios, representing an opportunity for STRIDES to encourage investments to support health services.

Through partnerships with 18 private international and local companies and organizations that contributed cash and in-kind contributions of \$9.5 million, STRIDES expanded services and promoted program sustainability by establishing local ownership and public-private partnerships to maintain interventions after the project closed. These partnerships strengthened health facilities, supported community-based programs, and fostered innovations that increased access to improved health services for underserved communities in 15 districts.

## Our Strategy

- ▲ **Strengthening the functionality of health services** Support infrastructure improvements and procurement of specialized equipment, furniture, and medical supplies needed at the district level.
- ▲ **Introducing and expanding health innovations** Establish partnerships involving the testing of innovative strategies and programs that are linked to priority health areas.
- ▲ **Sponsoring community-based health programs** Sponsor the extensive work that STRIDES implemented at the community-level in education and community mobilization.
- ▲ **Building CSR synergies to expand health services** Collaborate with organizations and companies implementing programs or providing health services through CSR programs.

## Developing Partnerships

STRIDES developed its partnerships in several phases (Figure 1), using a strategic philanthropy approach that complemented the project's strong district-level presence to help bring rapid, creative, and dynamic solutions while building promising linkages between companies and districts.<sup>1</sup>

STRIDES organized CSR symposia in May 2011 and August 2012 to highlight some of Uganda's unique public-private partnerships. The first symposium focused on the relationship between improved health worker productivity and Uganda's development and international competitiveness. The second focused on forging strategic partnerships in health. The events drew more than 120 participants from the corporate sector. STRIDES also worked with the Uganda Manufacturers' Association to meet with representatives of 54 companies.

Collaborating with other USAID projects in Uganda, such as the Uganda Health Initiatives for the Private Sector, enabled STRIDES to learn more about Uganda's corporate environment and design appropriate CSR approaches.

After a period of exploratory discussions and meetings with corporate representatives, STRIDES submitted proposals for partnerships, soliciting support and specifying roles, responsibilities, and key benefits to the health system, the target population, and to the company. As part of this process, STRIDES evaluated the risks and benefits of working with each potential partner. Since CSR partners contribute resources, they are not subject to the usual investigation carried out through a USAID procurement process. However, due diligence helped STRIDES determine if the business was what it appeared and understand the company's financial situation and compliance with regulations.

Once a company or organization committed to support STRIDES in a specific area, the project drafted a letter of collaboration outlining the respective roles and responsibilities of each party, including the role of the recipient district in several cases, and the amount of cash or in-kind contribution provided by the company.

STRIDES tracked and monitored implementation of all activities. Upon finalizing partnership activities, STRIDES provided reports to the supporting company documenting the results. Companies supporting infrastructure at health facilities were acknowledged with permanent plaques.



## Engaging the Corporate Sector

Efforts to engage the corporate sector started almost mid-way through the project, so opportunities were diminished by the shorter time frame left for implementation. In addition, Uganda has a limited number of corporations and therefore many organizations and causes compete for the same small pool of corporate support. Most companies are located in large towns and not willing to invest in rural and hard-to-reach areas where STRIDES worked. But, in STRIDES' favor, companies were looking for reputable partners that would not harm their efforts and the prospect of partnering with USAID and an established implementing partner was well received.

Figure 1. The CSR partnership development process

Table 1 summarizes the objectives of each partnership and the partners' contributions.

1. Strategic philanthropy refers to the practice of companies targeting their respective charitable and philanthropic activities around a specific issue or cause that will, in turn, support their own business objectives.

Table I. STRIDES CSR partnerships

PARTNER	PARTNERSHIP OBJECTIVES	PARTNER CONTRIBUTION
<b>Strengthening Health Services Functionality</b>		
International Medical Equipment Collaborative (IMEC)	Improve quality of services	In-kind donation of medical equipment: portable solar-powered ultrasound, hospital beds, maternity suites. The donation benefited 145 health facilities and was valued at US\$4,450,905.
Mabale Tea	Strengthen maternal child health (MCH) services	In-kind donation to construct new maternity ward at Kigoyera Health Center, Kyenjojo district.
Uganda Baati Ltd.	Strengthen MCH services	Construction of a waiting shed at Mpigi Health Center IV for mothers accessing MCH services, valued at more than \$4,200, and cash contribution of \$2,000 for CSR symposium.
Stanbic Bank	Support facility maintenance and outreach services	Donated a boat (water ambulance and accessories) to Kalangala district. Also provided support to multiple outreach activities and drug sellers training.
<b>Sponsorship of Community-Based Health Programs</b>		
Procter & Gamble Children's Safe Drinking Water Initiative	Water for Health program to improve demand of antenatal care (ANC) and improve hygiene and child health preventable disease practices	In-kind donation of 9,000,000 sachets of P&G's water purification powder and accessories, valued at \$550,717.
TOMS Shoes	Shoes for Health program: increase demand for MCH and youth services	In-kind donation of 1,001,430 shoes for children, adolescents and adults, valued at \$3,004,290. Cash donation of \$300,429 to support the shoes' distribution.
Kampala Pharmaceutical Industries	Support outreach services for World Malaria Day	In-kind donation of malaria medicines such as artemisinin combination therapy (ACT), towards the celebration of World Malaria Day in Mpigi district, valued at \$2,040.
Rwenzori Bottling Company	Support outreach and MCH services	In-kind donation of 100 cartons of water, valued at \$530, for health workers and village health teams. In-kind donation of 100 mama kits for pregnant women, valued at \$612, given to Kamuli Hospital ANC clinic.
Sight Savers/Standard Chartered Bank	Support access to MCH and outreach services	In-kind contribution to conduct an integrated-services outreach activity.
Private sector foundation consultants	Provide business skills training for drug sellers in STRIDES districts	In-kind contribution for technical support and workshop facilitation (consultant fees) to a joint program between MSH's Sustainable Drug Seller Initiatives (SDSI) and STRIDES.
Text-to-Change	Improve hand washing practices among rural populations	In-kind contribution for development and managing the SMS platform for pledges and hand-washing messages.
Unilever	Improve hand washing practices among rural populations	Cash contribution of \$2,100 for text messages for hand washing and in-kind donation of soap.
Mukwano Industries	Improve demand for ANC services	In-kind donation of soap to supplement hygiene kits in the Water for Health program.
Orient Bank Ltd.	Improve demand of ANC services	In kind donation of 100 mama kits for pregnant women, valued at \$612, given to Countryside Clinic, Kamuli district.
<b>Introducing and Expanding Health Innovations</b>		
Ernest Cook Ultrasound Research and Education Institute (ECUREI)	Improve demand of ANC services and reduce maternal mortality	Use of ultrasound technology to promote MCH services and identify/refer women with high-risk pregnancies.
<b>Building CSR synergies to expand health services</b>		
Kampala Serena	Support CSR in Health Symposium	Provided conference facilities for CSR in Health Symposium.
Mama Alive	Support CSR in Health Symposium	Cash contribution of \$816 for CSR Symposium.
Monitor Publications	Create awareness for the CSR in Health Symposium	Provided free newspaper advertisement, valued at \$2,220, for the CSR Symposium.



The waiting shed at Mpigi Health Center IV, before...



...and after Uganda Baati's support.

## Strengthening Health Service Functionality

### Waiting Shade

Uganda Baati Ltd., STRIDES' first corporate partner, expressed interest in renovating the waiting shed at Mpigi Health Center IV after having participated in the first STRIDES CSR symposium. This contribution, with a value of over \$4,200, keeps adults and children out of the sun and rain as they wait for services at the health facility. It can also be used by health personnel to conduct education sessions for waiting clients.

### Facility Upgrade

In the Kyenjojo district, Mabale Tea Company constructed a maternity ward, a placenta disposal pit, and a latrine at Kigoyera Health Center III. STRIDES equipped the facility. This initiative benefits the company's workers and the neighboring communities.

### Water Ambulance

STRIDES partnered with Stanbic Bank to support facility-based and outreach services in Kasese, Kumi, Luwero, Mityana, and Nakasongola districts. The partnership supported both community-based activities and improved functionality of health facilities. It also demonstrated the feasibility of leveraging corporate support in remote and hard-to-reach communities. As a result of this partnership, more than 2,000 women and children received information and services related to nutrition, ANC, hygiene, hand washing, immunization, and family planning. Among them, 340 children received polio vaccinations and Vitamin A supplements. The bank donated a boat to serve as a water ambulance for women and children in the Kalangala Islands who needed transportation to access medical services (see cover photo).

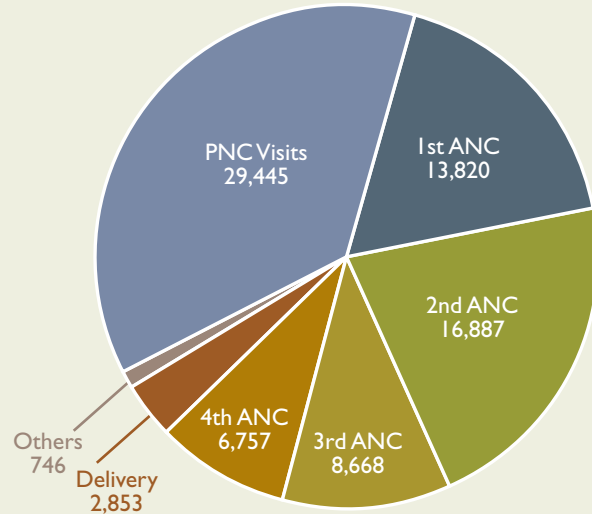




Contents of the Water for Health initiative hygiene kit

Figure 2. Clients receiving hygiene kits per category of health service

Source: STRIDES Project Database



Source: STRIDES Project Database

## Sponsorship of Community-Based Health Programs

### Water for Health

STRIDES partnered with Procter and Gamble (P&G) to implement the Water for Health (W4H) initiative in 47 selected health facilities in six districts: Kasese, Sembabule, Nakasongola, Kumi, Mayuge, and Bugiri. P&G donated 9 million water purification sachets, small packets of powdered ingredients that make contaminated water safe to drink.

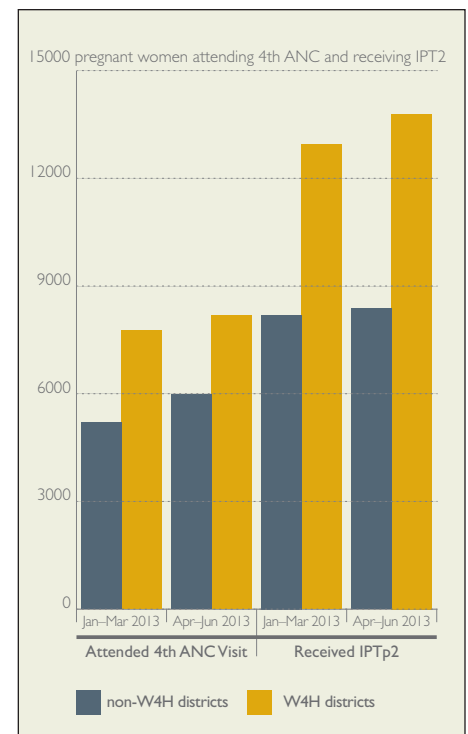
The goals of the W4H intervention were to increase the number of women attending four ANC visits and receiving intermittent preventive treatment of malaria during pregnancy (IPTp), promote facility-based deliveries attended by a skilled provider, and improve hygiene practices at home to reduce waterborne illnesses among children. The ANC clinics offered hygiene kits as demand-side incentives, which included two buckets, 30 water purifier sachets, one piece of cotton filter cloth, one tablet of medicated soap, and a wooden stick.

Through this initiative, STRIDES trained service providers and village health teams on prevention of waterborne diseases, water disinfection, promotion of ANC, and demonstration and distribution of hygiene kits. Beneficiaries used the product at home and returned to a facility for a refill after one month.

The partnership demonstrated how important partnerships can be achieved by addressing cross-cutting health needs at the community level. More than 79,000 clients received hygiene kits. Most recipients (37 percent) were postnatal care (PNC) clients, followed by women having their second or first ANC visit, at 21 percent and 17 percent respectively. Other beneficiaries included those at unplanned events, such as disaster response efforts in Kasese district, and women delivering at a health facility, which represented the smallest category of clients as illustrated in Figure 2 above.

STRIDES and the US Centers for Disease Control and Prevention (CDC) conducted an evaluation of W4H that showed a modest increase in confirmed water treatment among intervention group women, suggesting that some women recognized the need for water treatment and took advantage of the incentives. There was also an increase in the uptake of IPTp and attendance of fourth ANC visits, which could be attributed to this initiative (Figure 3).

Figure 3. IPTp2 and fourth ANC visit: Comparative analysis between W4H intervention and non-intervention districts





Beneficiaries of Shoes for Health, Sefolozza Namisango Nampasa and her brother Baker Kizito, in Kyali district

Table 2. Number of shoes distributed by service offered

Service Offered	Recipients
Child survival only	127,510
Child survival and nutrition	154,429
Reproductive health only	88,496
Reproductive health and nutrition	27,198
Nutrition only	155,446
Others	348,351
Total	901,430

### Shoes for Health

In December 2012, STRIDES initiated a partnership with TOMS Shoes Inc., a US-based shoe manufacturing company to increase access and demand for reproductive health, child survival, and nutrition services by distributing new pairs of shoes to communities in 15 STRIDES-collaborating districts. The company's CSR mission – One for One – offers a new pair of shoes to a child in need for each pair of shoes purchased in higher-income countries. By July 2014, a new pair of shoes had been distributed to 901,430 clients as a result of the partnership between TOMS and STRIDES. The shoes worked as incentives to increase demand for vaccination (second dose of DPT), Vitamin A supplementation, deworming, and nutrition services for children under five years of age. The intervention also encouraged pregnant women to complete their fourth ANC visit, deliver at a health facility, and access postnatal care services. It also targeted village health teams, teachers, and health workers supporting the shoe distribution, and adolescents accessing sexual and reproductive health services (Table 2).

STRIDES promoted nutrition screening, using mid-upper arm circumference tapes among children aged 6 to 59 months. The project also conducted nutrition and hygiene education sessions for children five to nine years old. All children who received services (screening, weighing, growth monitoring, and education sessions) received shoes. Shoes were also distributed to the children's caretakers as rewards and incentives for supporting their children's access to health services.

## Introducing and Expanding Health Innovations

### Midwives Antenatal Ultrasound Project (MAUP)

STRIDES partnered with Ernest Cook Ultrasound Research and Education Institute (ECUREI) to strengthen ANC and prevent obstetric emergencies through task shifting and providing solar-powered, portable ultrasound machines to 15 health centers in Mpigi district. Every pregnant woman attending ANC at any of the 15 health centers was entitled to two free scans, and women with suspected complications were sent to a referral hospital. ECUREI's program, which began in July 2011, involved training midwives on how to use the ultrasound machines and training voluntary health workers in supporting outreach activities. These efforts helped increase first ANC visits by 30 percent and fourth ANC visits by 14 percent. Referrals to higher-level facilities quadrupled.

The portable ultrasound equipment helps health workers identify problems that could be harmful to the mother or baby. It also allows medical staff to better focus



Photo by RUI PIREZ

Partnering with ECUREI provided portable, solar-powered ultrasound equipment to identify problems that could harm women and infants in Mpigi district.

their care, and because they are portable health workers can bring the machines to surrounding villages to reach women who cannot travel to the facilities for services.

The portable machines proved to be a successful and effective way of demonstrating how technology adapted to resource-poor settings, along with task shifting and training, can be effectively used to save lives. The innovation has transformed and redefined pregnant women's perception of ANC as an opportunity to witness fetal development and the need to look for skilled help to prevent life-threatening situations. It has also promoted male involvement in reproductive and maternal health, as the men became interested in seeing their babies in utero.

To make this innovation sustainable in low-resource settings, STRIDES provided an additional grant to ECUREI to support equipment maintenance at health facilities. Such maintenance programs have enabled more than 500 preventive maintenance tasks and 250 equipment repairs to be carried out, including work on refrigerators to store vaccines, operating theater beds, and ultrasound and CD4 machines.

### Leveraged Resources

STRIDES raised \$9.5 million through the CSR program. Figure 4 illustrates the contributions by CSR partners. IMEC, which donated solar-powered ultrasound scan machines, hospital beds, mattresses, delivery kits, solar supply-power packs, furniture, and life-saving instruments, was a major contributor. By the end of June 2014, STRIDES had distributed assorted maternal, neonatal, and child health equipment and supplies donated by IMEC to 143 health facilities in 11 districts (Kumi, Kaliro, Kamuli, Kayunga, Kasese, Kamwenge, Kyenjojo, Kalangala, Sembabule, Mityana, and Mpigi).

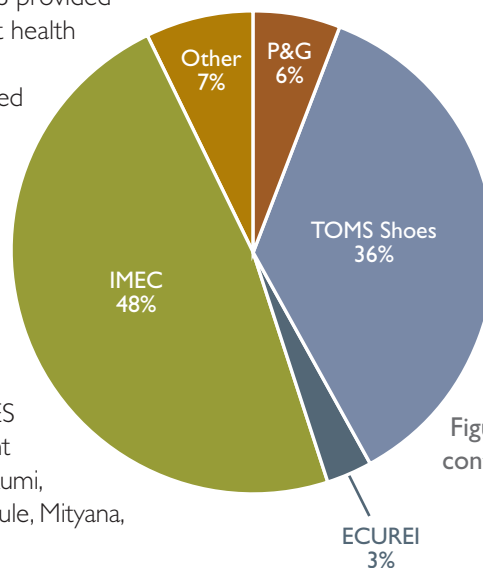


Figure 4. Major cost share contributions by partner



Photo by TADEO ATUHURA

## Conclusion

The success of STRIDES' partnerships hinged on the project's ability to identify corporate partners. For example, the partnerships with P&G and TOMS Shoes demonstrated how a company's core CSR portfolio can be merged with health initiatives to achieve cross-cutting goals. STRIDES' partnership with Stanbic Bank showed how the bank's commercial interest in certain geographic areas, specifically where it had existing branches, made it feasible to support health activities and also promote its internal CSR portfolio of staff volunteerism.

It is important for a project to have staff dedicated to pursuing CSR partnerships. STRIDES recruited a CSR specialist devoted to sourcing and following up on the activities of such partnerships. However, such a position may not be appropriate in all project structures.

While STRIDES partnerships did not always result in large corporate contributions, they presented an opportunity for STRIDES to influence organizations and increase long-term support and sustainability for the project's key interventions. The project's experience with corporations supporting health services is a milestone in the direction of future public-private partnerships in Uganda, enabling the health sector to make use of the corporate sector's capabilities, strengths, and financial resources.

STRIDES noted a strong willingness and commitment on the part of the corporate sector to participate and support health initiatives. More importantly, however, these partnerships demonstrated the mutual benefits, increased impact, and limitless opportunities that are possible when partners successfully pool resources. ■

## ACKNOWLEDGEMENTS

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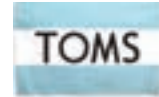
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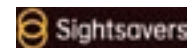
## Our Partners



Mabale Tea Growers Factory



KAMPALA SERENA HOTEL



Ernest Cook Ultrasound Research and Education Institute (ECUREI)

Mama Alive Initiative