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UGANDA MANUFACTURERS ASSOCIATION

SUSTAINABILITY PLAN

22 October 2009

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UGANDA MANUFACTURERS ASSOCIATION

SUSTAINABILITY PLAN

Submitted by:

Emerging Markets Group, Ltd. and Uganda Manufacturers Association

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- 1) IQC Contract #GHS-I-00-07-00016-00
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UMA Sustainability Plan

October 22nd 2009

UMA Executive Director Approval:

Signature

Date: _____

Sustainability Vision:

To be the leading manufacturer's association in the country in promotion and implementation of workplace health programs among member companies through sustained workplace health programs.

MISSION STATEMENT

"Health care in the workplace is one of the least attended to concerns in the private sector. We will strive to offer an employer association which will lead in promotion and implementation of workplace health programs in the workplace. We believe that a healthy body leads to a healthy mind and for increased production, companies need to wisely invest in the health of their employees, their dependants and the surrounding communities".

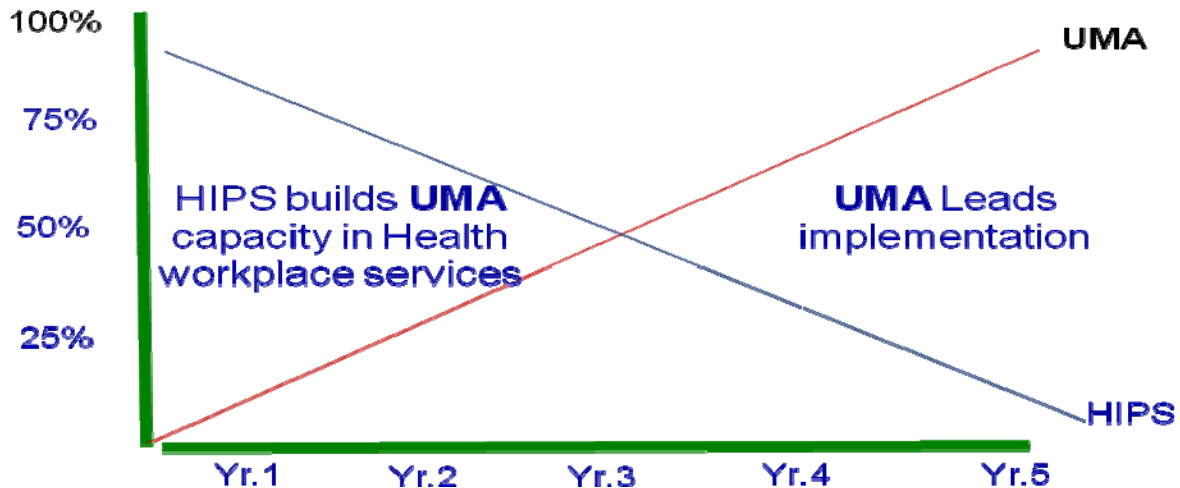
Background to sustainability planning

The government of Uganda through the Ministry of Gender, Labor and Social Development is advocating for institutionalization of safer health policies for employees in the private sector. Minimum health standards have been spelt out while national workplace policies such as the HIV/AIDS workplace and Tuberculosis (TB) in the workplace policies have been put in place and launched.

Uganda Manufacturers Association (UMA) has for the past 6 years been involved in workplace programs and for 2 years has worked together with the HIPS Project in implementation of workplace health programs in the areas of HIV/AIDS, TB, malaria and reproductive health. During this time, activities have included: development of workplace HIV/AIDS policies, training of Peer Educators to promote safer behavior to prevent disease, support to companies in offering Voluntary Counseling and Testing (VCT) services as well as accreditation of company clinics to access free Ministry of Health (MOH) Ante-Retroviral (ARV) drugs.

With financial and technical support from HIPS project, UMA is in the process of implementing a sustainability plan that was developed to strengthen its programmatic, institutional and financial capacity for sustained workplace programs. This document is a revision of issues identified, during the sustainability assessment, as strategic actions to achieve the sustainability goals. The revisions are based on challenges, successes and lessons learnt during the first year of implementing the sustainability plan that is summarily presented in the graph below, which shows the lead Vs support role played by HIPS and UMA towards attaining sustainability over the 5 years period.

The evolution of support Vs lead role



Briefly explained, the overall goal of the sustainability plan is to ensure that over the 5 year period, the HIPS project will work along with UMA to strengthen their programmatic, institutional and financial capacity to be well positioned to fully sustain workplace health programs among their member companies. During the 5 year partnerships, the role of the HIPS Project will gradually diminish as UMA's role gradually grows to full strength in the 5th year.

Sustainability goals

In its partnership with UMA, HIPS intends to build the capacity of UMA along three dimensions namely its institutional capacity, programmatic capacity and financial capacity. These form the three sustainability goals listed below.

- To ensure a stronger institutional capacity of UMA.
- To ensure a stronger programmatic capacity of UMA to implement workplace health programs.
- To strengthen UMA's financial capacity.

Strategic actions to achieve stronger institutional capacity

Goal 1: UMA's human resource has the technical capacity to implement workplace health programs.

Strategic action: HIPS technical staff will continue to mentor, coach and provide on-job training to UMA's core workplace health team, two staffs providing 100% and one providing 75% of their time, on the different aspects of managing and implementing workplace health programs in the following areas: marketing the menu of services, resource mobilization, conducting peer education trainings and refresher courses, conducting support supervision and follow-up visits, development of HIV/AIDS workplace policies and assisting company clinics with accreditation to access free ARVs from the MOH. To cater for the increasing demand for workplace programs, HIPS will support UMA to build the capacity regional staff and some part time workers to beef up the core workplace health programs team.

Indicator: UMA's core workplace health programs team has the technical capacity to train 650 peer educators, conduct 12 health fairs, assist 15 companies with policy development and train 35 individuals in policy development.

Goal 2: UMA has the equipment to document workplace health activities.

Strategic action: To facilitate the proper documentation of workplace health activities, HIPS will provide UMA with financial support to procure a digital camera and desktop to enable proper documentation of implemented activities. The new equipment will be an addition to the existing equipment: one desktop computer, a laptop and projector.

Indicator: 1 desktop computer and a digital camera are procured to facilitate documentation of workplace health activities.

Goal 3: Increased awareness and support for workplace health programs UMA board members and other key stakeholders.

Strategic action: UMA core health programs team, supported by the Executive Director and HIPS staff, will sensitize UMA board members and other key stakeholders on the concept workplace health programs. The team will make presentations during board and other stakeholders meetings. The presentations will showcase the benefits

companies get by establishing workplace programs, lessons learnt and challenges met during implementation of workplace health activities. The presentations are aimed at marketing the workplace programs since most of the board members and key stakeholders are either owners or managers of private sector companies; create appreciations and advocate for increased budgetary allocation and favorable policies towards these programs.

Indicator: 18 board members and 100 CEOs are sensitized on the UMA/HIPS partnership and the importance of establishing workplace programs in their organizations.

Priority actions and intermediate steps

In year two, HIPS supported to identify and recruit 2 full time staff who commit 100% of their time to workplace health programs. In year three, HIPS will continue to provide on-job training, mentoring and coaching to UMA's core workplace health programs team to increase their technical capacity in implement workplace health programs. Focus will be on areas mentioned in the strategic action under goal 2. Also, with financial support from HIPS, UMA will procure a digital camera and desktop computer to aid in facilitation of workplace health programs.

In addition, UMA board members and other key stakeholders will be sensitized on the importance of having workplace programs as part of efforts to increase their support and appreciation for these programs

Strategic actions to achieve stronger programmatic capacity

Goal 1: UMA marketing strategy implemented.

Strategic action: HIPS will support UMA to implement a marketing strategy aimed at promoting workplace health programs among its members and non members thus leading to an increase in the overall membership and companies demanding for workplace health programs.

Indicator: 15 new member companies are recruited and 10 new companies partner with UMA to implement workplace health activities, as a result of implementing the marketing plan.

Goal 2: UMA has the human resource capacity to assist companies develop HIV/AIDS workplace policies.

Strategic action: HIPS will continue to work with UMA staff to strengthen their capacity and skills in assisting companies to develop workplace policies on HIV/AIDS and other health conditions. This is in recognition of the fact that at the moment only one UMA staff is well conversant with the policy development process.

Indicator: 3 UMA staffs are well trained and skilled to assist 15 companies to develop HIV/AIDS workplace policies and train 35 individuals in policy development.

Goal 3: UMA has a strong M&E system.

Strategic action: In year two, HIPS assisted UMA to develop an M&E system that helps to track all program outputs for effective reporting and accountability. In year three, HIPS will continue to work with UMA to strengthen the M&E system. Specific areas for focus will include: updating the data collection tools and tracking sheets, building skills in conducting support supervision and follow-up of workplace programs.

Indicator: A strong M&E system that enables UMA to track, analyse and store information on workplace health activities.

Goal 4: A successful and profitable national nutrition, safety and health fair is held.

Strategic action: In year two, UMA with technical and financial support from HIPS, held the first ever national nutrition, safety and health fair. In year three, UMA with financial and technical support from HIPS, will use the experiences and lessons learnt from the first national health fair to successfully organize subsequent fairs. The money raised from the exhibitors is aimed at contributing to the financial sustainability of UMA.

Indicator: 1 successful national health fair is held attracting 25 paying exhibitors and a net income of 15 million shillings is realized from it.

Priority actions and intermediate steps

To ensure a stronger programmatic capacity, HIPS will provide technical and financial support to UMA to: implement a marketing strategy that is aimed at increasing overall membership and stimulate demand for workplace health programs; strengthen the M&E system that will provide accurate information on activities conduct; strengthen UMA's capacity to organize national health fairs.

Strategic actions to achieve stronger financial capacity

Goal 1: Increased UMA financial commitment towards implementation of workplace health programs.

Strategic action: UMA will increase the percentage of its annual budget allocated to workplace health and CSR activities. This will be achieved by lobbying and sensitizing board members on the benefits of workplace health programs.

Indicator: Increased percentage of the UMA budget allocated to workplace health programs.

Goal 2: A diversified UMA revenue base.

Strategic Actions: HIPS will continue to work with UMA to operationalize and improve all the three identified revenue generation options by the end of FY 2010. The three options are: consultancy fees from services provided to members in health workplace programs based on the costed menu of services, securing additional donor funding and income from the health and nutrition fair.

Indicator: UMA earns 25 million shillings from consultancy fees and nutrition and health fair and wins 1 grant for workplace health programs by the end of the year.

Priority actions and intermediate steps

HIPS will support UMA to fully operationalize the identified revenue generation options and in the identification of opportunities for further funding. Specifically, HIPS will provide technical support in preparation and presentation of funding proposals and other resource mobilization techniques.