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# **FEDERATION OF UGANDA EMPLOYERS: SUSTAINABILITY PLAN**

**HEALTH INITIATIVES FOR THE PRIVATE SECTOR (HIPS) PROJECT**

**January 2010**

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**HEALTH INITIATIVES FOR THE PRIVATE SECTOR (HIPS) PROJECT**

**Submitted by:**  
Emerging Markets Group, Ltd.

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## **DISCLAIMER**

**The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.**



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# FEDERATION OF UGANDA EMPLOYERS SUSTAINABILITY PLAN 2010



# FUE

# Sustainability Plan

October 15th, 2009

**FUE Director Approval:**

\_\_\_\_\_  
**Signature**

**Date:** \_\_\_\_\_

## **Sustainability Vision:**

To be the leading employer association in the country and in the region, that champions the promotion and implementation of workplace health programs among member companies.

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### MISSION STATEMENT

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“The workplace presents an excellent opportunity to provide health care services to employees and their dependents. This is an area that still requires increased attention from the government and member associations.. We will strive to be an employer association which will lead in the promotion and implementation of workplace health programs. We believe that a healthy body leads to a healthy mind. For companies to realize increased productivity, they need to invest wisely in the health of their employees, their dependants and the surrounding community”.

## **Background to sustainability planning**

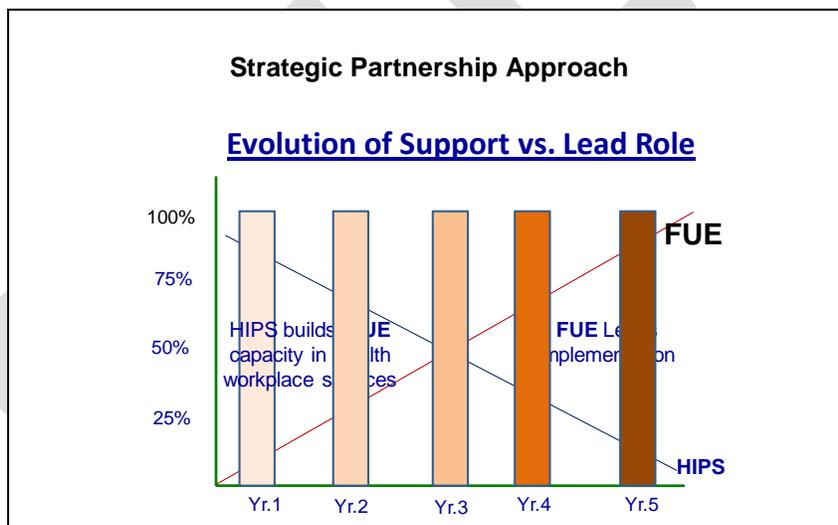
The government of Uganda through the Ministry of Gender, Labor and Social Development is advocating for institutionalization of safer health policies for employees in the private sector. Minimum health standards have been spelt out while national policies that address HIV/AIDS and TB at the workplace have been developed and disseminated...

Federation of Uganda Employers (FUE) has for the past 6 years supported member associations to develop and implement workplace programs. Over the last 2 years, FUE has partnered with the Health Initiatives for the Private Sector (HIPS) Project to provide technical assistance to help member companies and associations implement comprehensive workplace health programs in the areas of HIV/AIDS, TB, malaria, reproductive health and family planning. Activities have included: development and dissemination of workplace HIV/AIDS and TB 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) antiretroviral (ARV) and TB drugs.

It is envisaged that FUE will assume the full responsibility for the support and partnership role that HIPS is currently playing with Ugandan companies. With financial and technical support from HIPS project, FUE 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 highlights issues identified, during the sustainability assessment, as strategic actions to achieve the sustainability goals. The document contains challenges, successes and lessons learnt during the first year of implementing the sustainability plan that is summarised in the graph below, which shows the lead Vs support role played by HIPS and FUE towards attaining sustainability over the 5 years period.

**Figure 1. 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 FUE to strengthen their programmatic, institutional and financial capacity to be well positioned to fully sustain workplace health programs among their member companies. Over the 5 year partnership period, the role of the HIPS Project will gradually diminish while FUE's role will reach full strength by the 5<sup>th</sup> year.

## Sustainability goals

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

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

### Strategic actions to achieve stronger institutional capacity

**Goal 1:** FUE'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 FUE's core workplace health team. FUE currently has three staffs on its health team with two providing 100% of their time and the other 50% of time, on the different aspects of managing and implementing workplace health programs. Emphasis will be placed on 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. Also, FUE staff from the regional offices will attend Trainers of Trainer (T.O.T) and other HIPS organized courses to build their capacity to be able to support the core health programs team.

**Indicator:** FUE'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.

## **Priority actions and intermediate steps**

In year two, HIPS supported FUE to identify and recruit two full time staff to support workplace health programs. The focus in the year three will be to continue building the technical capacity of these staff in the management and implementation of workplace health programs. This will mainly be through mentoring, coaching and on-job training and where possible through HIPS organized training. The focus areas are highlighted in the strategic action for goal 1.

### **Strategic actions to achieve stronger programmatic capacity**

**Goal 1:** FUE's marketing strategy implemented.

**Strategic action:** The HIPS team will support FUE to implement a marketing strategy that was developed during year two of the HIPS Project. FUE will use the marketing strategy to attract new members and promote workplace health programs. This will lead to an overall increase in FUE membership and the number of companies demanding for workplace health programs.

**Indicator:** FUE registers 10 new members and partners with 15 companies for workplace health programs.

**Goal 2:** Strengthen FUE M&E system.

**Strategic action:** In year two, HIPS offered FUE technical support to develop an M&E system that helps to track all the program outputs for effective reporting and accountability. In year three, HIPS will work with FUE to further strengthen the M&E system. Emphasis will be placed on the following areas: updating the data collection tools and data bases, mentoring FUE staff in conducting support supervision and follow-up for workplace health programs.

**Indicator:** An M&E system that enables FUE to capture, analyze and provide accurate information on workplace health programs is developed and functional.

**Goal 3:** Integrate Malaria, Family Planning and Tuberculosis in the Employer of the Year Awards.

**Strategic action:** For the last couple of years, FUE has been holding Employer of the Year (EYA) awards in which companies with good human resource and HIV/AIDS

policies are rewarded and recognized. With technical support from HIPS, FUE will integrate other health issues: family planning, TB and malaria into these awards. This aimed at encouraging companies to integrate the above health issues in their workplace health programs.

**Indicator:** Family planning, TB and Malaria are integrated in the Employer of the Year Awards.

### **Priority actions and intermediate steps**

To strengthen FUE's programmatic capacity, the following priority actions will be taken: HIPS will provide technical and financial assistance to FUE to implement the marketing plan, strengthen the M&E system by updating the data collection tools and mentoring FUE staffs skills in conducting support supervision and follow-up visits and lastly, support FUE to integrate malaria, family planning and TB in the Employer of the Year awards.

### **Strategic actions to achieve stronger financial capacity**

**Goal 1:** Increase FUE's financial commitment towards implementation of workplace health programs.

**Strategic action:** FUE will increase the percentage of its annual budget allocated to workplace health and CSR activities from 4% to 7%.

**Indicator:** An FUE annual budget that allocates additional resources to workplace health programs implementation.

**Goal 2:** A diversified FUE revenue base.

**Strategic Actions:** HIPS will continue to support FUE to operationalize and improve all the three identified revenue generation options by the end of FY 2010. The three options are: 1. consultancy fees from services provided to members in health workplace programs based on the costed menu of services, 2. securing additional donor funding and 3. development of a membership level that makes a financial contribution to CSR or workplace health programs.

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

### **Priority actions and intermediate steps**

Meetings will be held with FUE senior management to seek their commitment and make budgetary allocations. Support will also be rendered to FUE in identification of opportunities for further funding. Technical support such as proposal development and resource mobilization will also be offered to FUE to enable them easily access funding.

