



# Brick by Brick

*Building Healthy Communities*

## Annual Report 2017



## Letter from the Executive Directors

What is Brick by Brick? Traditional development strategies rely on billions of dollars in foreign aid. While this approach addresses the immediate suffering of the almost three billion people who live on less than \$2.50 per day, it also fosters a cycle of dependence. Brick by Brick promotes an alternative, relying on strong, long lasting partnerships with local communities. We believe in social enterprise, that our communities possess the capacity to actively engage in their own economic and social development.

Founded in 2003, Brick by Brick is a growing and innovative non-profit organization, whose mission is to: *Create partnerships that improve education, health and economic opportunity in Uganda.* Currently, Brick by Brick Uganda works in the Rakai and Kyotera Districts to re-build free primary schools, supporting a safe and healthy learning environment with access to adequate classrooms, libraries, quality housing for teachers and safe water and sanitation. To date we have completed, or are currently rebuilding nine schools serving over 3000 students. The Library Project, is improving the quality and full utilization of school libraries through the training of local teachers. Our Babies and Mothers Alive (BAMA) Program is an active partnership with the Ugandan Ministry of Health, to dramatically improve maternal and newborn health for the half million people we serve. The My Pads Program is a nine-week after-school program that empowers adolescent girls and young women through sexual and reproductive health education, while addressing critical gaps in access to menstrual health and hygiene. Since 2016, this program has been supported through the U.S. State Department-funded DREAMS Innovation Challenge, allowing us to serve 2400 adolescent girls and young women over the past two years. In 2017, our partnering social enterprise, Brick by Brick Construction Company saw a dramatic increase in revenue and completed projects and is now employing over thirty skilled staff with fair wage jobs that are promoting sustainable economic development.

2017 was a year of great accomplishment for Brick by Brick. After two years of working alongside our district partners, the BAMA Program is realizing significant improvements in maternal and newborn health. In 2015, 19 women died in our participating health facilities due to complications of pregnancy; in 2017, we have reduced that number to 6! More women are delivering in health facilities due to our training and mentoring of health providers. Our School Program continues to fully engage local communities in the rebuilding of their schools, with each contributing 25% of the costs of our projects; that's \$18,000! Finally, the My Pads Program has been implemented for over 2400 students. By the end of 2018, we will have successfully renovated rainwater harvesting systems, as well as gender-sensitive changing rooms in sixteen schools serving over 10,000 students.

2018 promises to be a year of great opportunity. We are actively engaging new partners in education and health to expand on our successful model. With [We Care Solar](#), we will be providing solar powered light to 11 schools and 35 Health Centers. Partnering with [Vital Health Africa](#), we will be training physicians and midwives with knowledge and skills to save the lives of thousands of babies. We will also be working with [Knowledge for Children](#), whose mission is to improve the quality of education in Universal Primary Education schools.

None of this is possible without the support and partnership of so many both in Uganda and throughout the world. On behalf of all those it is our privilege to serve, we say *Webale-nyo*, thank you very much!



A handwritten signature in black ink, appearing to read 'D Murokora', written over a white background with a faint grid pattern.

Daniel Murokora MD  
Executive Director  
Brick by Brick Uganda



A handwritten signature in black ink, appearing to read 'Marc Sklar', written over a white background.

Marc Sklar MD, MPH  
Executive Director  
Brick by Brick Partners



# Who We Are

## Mission

Our mission is to create partnerships that improve health, education and economic opportunity in Uganda

We are a local community-based organization that has worked since 2003 to build healthy communities by empowering women and girls. We believe that empowering women, the center of families, empowers entire communities. We value innovation, partnerships with local government and other community leaders, and evidence-based programming to impact the lives of the people living in the Rakai and Kyotera Districts of Uganda.





# Babies and Mothers Alive (BAMA) Program

**Babies and Mothers Alive (BAMA) Program:** an active partnership with the Ugandan Ministry Of Health to improve maternal and newborn health and reduce unnecessary deaths and injuries due to complications of pregnancy and childbirth.



The Babies and Mothers Alive Program has worked since 2015 to reduce maternal and newborn complications and deaths in the Rakai and Kyotera Districts. We conduct activities focused towards three specific objectives:

- 1) increasing demand for services,
- 2) improving 24/7 access to obstetric and newborn services,
- 3) improving the quality of care and health delivery systems.

Activities completed within this program include community health outreaches, mobilization of community health workers, religious, political, and local leaders for maternal and newborn health, clinical trainings and mentorships for health workers, provision of essential life-saving medicines and supplies for emergency obstetric and newborn care, and capacity building to improve the quality of health facility data.



# My Pads Program

**My Pads Program:** empowering adolescent girls and young women through comprehensive sexual and reproductive health education



Since 2012, we have worked with Universal Primary Education and Universal Secondary Education schools throughout Uganda to implement the My Pads Program, a 9-session after-school program which provides sexual and reproductive health education to empower adolescent girls with life skills and address gaps in access to menstrual hygiene management. Our Training of Trainers model provides knowledge and skills to teachers and peer educators so each partnering school can independently implement our program which culminates in students fabricating their own set of four reusable menstrual pads. With the support of the U.S. State Department DREAMS Program, we have been able to complete the renovation of sixteen rainwater harvesting systems and gender-sensitive changing rooms and the creation and strengthening of student led health clubs. In 2017 the piloting of our innovative seamstress project began. Local seamstresses train peer educators to make reusable menstrual pads on the sewing machine, providing both an income generating activity and addressing the need for affordable pads in our rural communities.



# School Program

**School Program:** partnering with Universal Primary School communities to rebuild crumbling infra-structure and provide a supportive and healthy learning environment



We partner with Universal Primary Education school communities through a cost-sharing approach to construct and re-build school classrooms, kitchens, water and sanitation systems and teacher housing in order to support students' education in a supportive learning environment. In addition, as the Schools Program has grown, we have partnered with Peace Corps to initiate a Library Project to promote the establishment and full utilization of school libraries through the training and ongoing support of local teachers. In each of our nine school projects to date, our local communities have contributed, through in-kind investments, 25% of the costs of the construction projects. That is almost \$170,000 in total!



# OUR IMPACT

Brick by Brick's innovative approach to community-led development achieves what more traditional foreign aid programs do not: truly sustainable community investment and partnership for effective locally-driven, evidence-based programming. Our interventions are developed by the community, for the community; they are high impact, efficient, and achieve tangible results.

## BAMA PROGRAM

**25** partnering government health facilities and hospitals

**9,882** women received basins and soap after delivery to encourage women to deliver at our health centers rather than in their villages without skilled attendants at birth

**238** health providers trained in emergency obstetric care

**105** Mama and Tata Ambassadors trained to increase utilization of health centers and hospitals for obstetric care

**4,794** mothers and children reached with community health outreaches

## MY PADS PROGRAM

**22** partner schools

**3,391** students reached with the My Pads curriculum

**190** teachers and peer educators trained to implement the My Pads curriculum

**2,531** girls made their own set of four reusable menstrual pads

**5** safe changing rooms for girls constructed

**8** rainwater harvesting systems designed and completed

## SCHOOL PROGRAM

**10,754**

students benefited from improved school infrastructure

**35**

teachers trained in "Lead, Organize, Integrate" library development curriculum

**9**

partnering primary schools

## MEASURING OUR GROWTH: 2016 VS. 2017

Full-time staff members

Annual budget

Number of women and children impacted by our programs

12 in  
2016

21 in  
2017

\$495,048  
2016

\$609,070  
2017

6,875  
2016

12,381  
2017



# OUR IMPACT

## CREATING HEALTHY COMMUNITIES

To empower women and girls in our districts, we partner with school communities, health facilities, and local government to provide programming in health, education, and economic opportunity. These statistics, which demonstrate a few of the indicators we measure, reflect our constant desire to not only reach large numbers of beneficiaries, but tangibly impact their lives.

**98.8%** of girls participating in our My Pads Program were still enrolled in school at the end of 2017

**28.6%** average increase in knowledge of sexual and reproductive health, gender equality, and life skills among My Pads participants

**37%** average increase in enrollment at partnering schools after school construction

**68.4%** reduction in maternal deaths at partnering facilities from 19 deaths to 6 deaths (2016 to 2017)

**19** → **6**

**14%** reduction in perinatal deaths at partnering health facilities from 393 deaths to 338 deaths (2016 to 2017)

**393** → **338**

**13%** increase in deliveries at partnering health facilities from 9,412 deliveries to 10,342 deliveries (2016 to 2017)

**9,412** → **10,342**

**82%** of women who received antenatal care in BAMA-supported health centers delivered in a health center

**98.7%** of babies delivered in partnering health facilities were born alive

# Our Mothers



**Joan Nakandi, 15-year old mother:** “[BAMA-trained midwives] took me to Kyalulangira, and they took care of me from the time I arrived to the time I gave birth. They even gave me a basin and soap, and I was so happy because I did not have any money to buy them.”



# Our Parents

## Parent, St. Thereza

**Primary School:** "Through partnership with Brick by Brick, our enrollment has improved greatly from below 200 in 2014 to 400 pupils by 2017. On top of that, the performance has also improved. We had no failures in the 2016 National Primary Leaving Examinations, and we expect this to improve even more. When I look around, St. Tereza is one of the best schools in our area thanks to Brick by Brick."



# Our Staff

**Babirye Mary Estellah, Program Coordinator of My Pads Program:** "Teachers are reporting that the students no longer frequent their dormitories to change their pads, and incidents of problems with menstrual periods in class has reduced. This all comes from teaching these students how to manage their menstrual periods and know their menstrual cycles and availing them with reusable menstrual pads. I am very glad to work with this program, and I thank our donors for this wonderful innovation. We hope that this project will bring change in our community, and we are doing our work unfailingly."





# Our District Leaders and Teachers



**Pamela Watuwa, Resident District Commissioner, Kyotera District:** "Our country is struggling to reduce preventable deaths of pregnant women and their new born babies. We need competent and motivated health professionals, availability of essential resources such as medicines and supplies. We also need functional referral systems between levels of care. Our district is privileged to partner with the BAMA Program, which is committed to close the major gaps in the health system so as to prevent these avoidable deaths. We are determined to act towards any reports that come to our office in order to achieve the program objectives."



**Head Teacher, St. Balikudembe Primary School:** "We had only four old fashioned and outdated buildings, but when we received assistance from Brick by Brick, we sat down and made a memorandum of understanding so that 25% was contributed by the community and 75% was contributed by Brick by Brick. We are happy that now the building has been completed."

# Our Students



**Jamadha Hussein Jamadha, Peer Educator at Nakassoga Secondary School:** “Before Brick by Brick started having sessions with us in the DREAMS program, there were so many challenges affecting our students, especially the girls. Now that I am aware, I can recall times when there was a lot of absenteeism by the girls in our class due to menstrual hygiene issues. When girls would go into their periods, sometimes they would soil their uniforms, and we boys would never be humble about it. We would always laugh and make fun, which would make the girl very ashamed. I think that made it easier for them to stay away from school during periods, but now they have skills in using reusable pads which they can make cheaply. They also taught us boys to care about the girls because back then, I could never help a girl even if she got an emergency, but now I am free and ready to support.”



# Our Students

## **Zam Nakalema, Kabaale Ssanje Secondary School:**

“Brick by Brick renovated our toilets to create these beautiful washrooms with doors where you could easily come and clean up using the sanitary jerry cans that we have at the school. The toilets are really good and easy to clean as well because they have good floors, unlike the previous ones which had bad floors that would retain stagnant water.”



# Our Students



## **Beneficiary Highlight:**

Bashazi Norine Oliver,  
Nakasoga Secondary  
School

Norine joined the My Pads Program in August 2017 as a peer educator for Nakasoga Secondary School. She was trained to teach other students about

the My Pads curriculum topics, and taught a full session about menstrual hygiene confidently to her peers. She is also known around school for teaching other students how to make reusable menstrual pads and giving advice about menstrual hygiene to younger students. She has stayed involved in the My Pads Program as the Secretary of the Nakasoga Secondary School Health Club.

"I am in boarding section, and my parents couldn't afford to buy me several packets of pads. My uncle would buy one packet at the beginning of the term, which I would use for the first period, and for the next have nothing to use. One time I decided to cut up a bed sheet to use during my period, but it couldn't absorb well so I resorted to staying in the dormitory. Ever since the sessions started, I can save money from pocket money since there is no need for my dad to buy me pads. My classmates and I can now say that dropping out of school due to periods is not an option."



# Our Major Accomplishments in 2017

- With support from John Snow Inc. through the DREAMS-Innovation Challenge, we completed a comprehensive Organizational Capacity Assessment, which led to the creation of a detailed work plan to improve our financial, accounting, and organizational governance policies and protocols.
- In client satisfaction surveys conducted by the BAMA Program in December 2017, 59% of clients reported improvement in services, including health provider attitudes, availability of essential medicines, and facility opening times at our partner health facilities.
- We completed our first staff quarter reconstruction and largest reconstruction to date at Byerima Primary School with the Schools Program. Seven staff members now have comfortable staff quarters with a private bedroom and bathroom.
- The My Pads Program was the only implementing partner of the DREAMS-Innovation Challenge in our districts to include sanitary refurbishments in its work plan, refurbishing seven girls' changing rooms and eleven rainwater harvesting systems to provide safe and clean infrastructure for menstrual hygiene of over 1,000 adolescent girls.
- Evidence from the BAMA Program directly informed a new national guideline circulated to all District Health Officials in Uganda to improve safe storage and use of oxytocin in preventing post-partum hemorrhage within resource-limited settings.
- We were successful in a partnership with Global Health Corps, recruiting two fellows working in resource mobilization and communications.
- We initiated partnerships with other DREAMS-Innovation Challenge partners through the My Pads Program to layer services for our beneficiaries, including enrollment of adolescent girls in HIV counseling and testing at Rakai Health Sciences Program.
- Our refurbishment of seven classrooms in Nsambya Primary School was the School Program's largest refurbishment of classrooms to date. 645 students are currently benefiting from this improved learning environment.
- We developed and began implementing the Decision to Deliver Interval (DDI) intervention, which measures delays in the continuum of care for mothers in delivery from diagnosis to definitive treatment and assesses the impacts of the delays on maternal and newborn outcomes. Over one year, mentorship from this tool decreased average delay at BAMA-supported health facilities by 36 minutes.



Staff Housing Reconstruction



Mama and Tata Ambassadors Work with Expectant Mothers to Encourage Delivery in Our Partnering Health Centers



Global Health Corps Fellows






The BAMA Program Promotes Mother and Baby Friendly Care

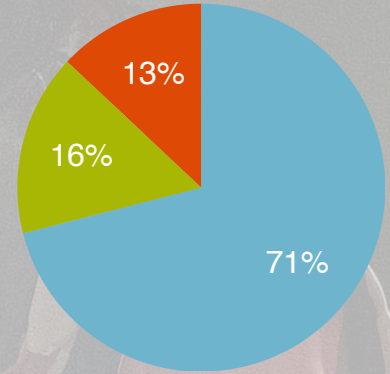


# Our Partners and Financials

Thank you to our partners!

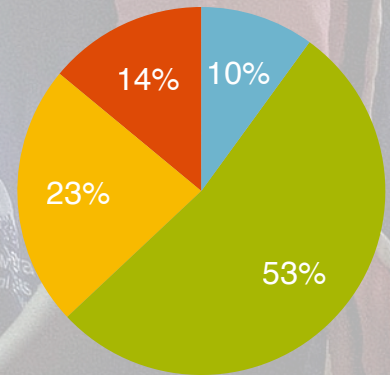
## Total income: \$738,995

	Foundations	71%
	Government	16%
	Individual donations	13%






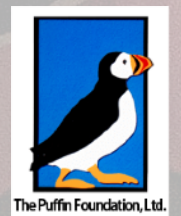
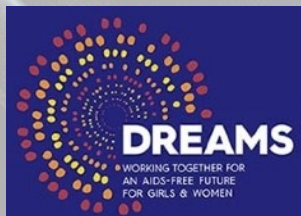
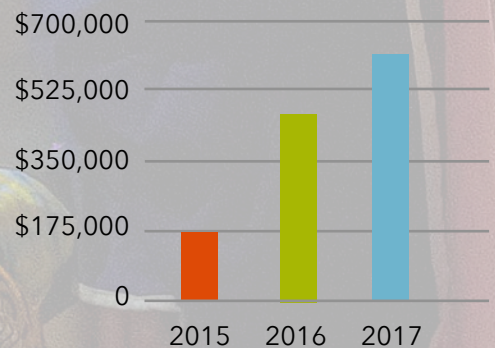
## Total expenses: \$609,070

	Administration	\$60,063 (10%)
	BAMA	\$321,323 (53%)
	My Pads	\$139,727 (23%)
	Schools	\$87,957 (14%)



## Growth in Program Spending from Expenses from 2015 to 2017

	2017: \$609,070
	2016: \$495,048
	2015: \$175,358





# Looking Forward to 2018

- We will actively engage three new partners in health and education: We Care Solar, Vital Health Africa, and Knowledge for Children. With their support, we will be providing solar powered light to 11 schools and 35 health centers, training physicians and midwives with new knowledge and skills to save the lives of thousands of babies, and improving the quality of education in Universal Primary Education schools.
- The BAMA Program will expand its programming to 25 Health Center IIs that are now conducting deliveries without supplies, trainings, or mentorship.
- In September 2018, we will complete the DREAMS-Innovation Challenge grant with the My Pads Program reaching its target of impacting 2,400 adolescent girls and young women with comprehensive sexual health education and menstrual hygiene management.
- We will enhance our collaboration with Peace Corps, which will provide us with an education volunteer starting in January 2018 to assist in the expansion of our Library Program







## BRICK BY BRICK



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