

Communication on Engagement (CoE):

A progress & Development Impact Report from Uganda Chapter for Corporate Social Responsibility Initiatives [UCCSRI] CSR activities which support knowledge development around the Global Compact sustainability principles, for the period 1st January, 2013 – 31st May 2015

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Presented to members of UCCSRI, and uploaded on the UN Global Compact website. We (UCCSRI) pledge our continued commitment and support of UN Global Compact initiative and its principles.

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Section One: Introduction:**1.1 Preamble:**

This Progress and Development Impact report covers the various activities that we [Uganda Chapter for Corporate Social Responsibility Initiatives – UCCSRI] have undertaken with an aim of promoting general understanding of UN Global Compact’s sustainability principles. These activities (initiatives) were undertaken between 1st January 2013 up to 31st May 2015 mainly focusing on our three (3) thematic areas of operations that were identified during the development of UCCSRI strategic plan for this period. The areas are: (i) CSR Knowledge Development, (ii) CSR Promotion and Recognition, and (iii) CSR Training and Capacity Building of companies. This report starts with an overview of the Planned vs. Accomplished (the actually undertaken activities), by splitting the report into two timelines: January 2013 – December, 2013; and January 2015 to May 31st 2015. It then highlights the Development Impact created by the undertaken activities. Thereafter, we present the challenges and lastly, opportunities / future plans of the Uganda Chapter for Corporate Social Responsibility Initiatives (UCCSRI). **We (UCCSRI) pledge our continued commitment and support of UN Global Compact initiative and its principles.**

1.2 About Uganda Chapter for Corporate Social Responsibility Initiatives:

UCCSRI is a voluntary initiative in Uganda that works with, helps & coordinates Ugandan enterprises to continuously embrace Corporate Social Responsibility (CSR) issues across all their operations. It is a CSR information and advisory source for companies in Uganda. It is a forum for discussion and exchange of CSR ideas and issues in Uganda. It was started by Makerere University Business School (MUBS) lecturers so as to link the university with the business world. It is a company limited by guarantee and incorporated in Uganda in October, 2007.

Our goal is ... To have a healthful, productive, enjoyable and sustainable environment in favor of all persons, communities, businesses and organizations, with opportunities to gain new skills, competitiveness and advancement in achievements, careers & goals.

Our objectives include:

1. To strengthen the CSR ethical and moral conduct in Uganda.
2. To promote CSR Innovations in all areas of business.
3. To reward, recognize & emphasize corporate citizenship.
4. To educate the public about the value of CSR & Sustainable development.
5. To provide high-end CSR philanthropic advice.
6. To conduct CSR research and offer appropriate advice to companies and stakeholders.

Section Two: Overview of planned Vs. Accomplished activities:**2.1 Strategic Activity: CSR Knowledge development**

Planned activities	Accomplished: 1 st Jan - Dec, 2013	Accomplished: 1 st Jan to 31 st May, 2015	Development Impact
1.Organize 4 (four) CSR Hands-On-Lectures series, i.e., 2 per semester	All the 4 implemented, using in class approach	1 undertaken with UCCSRI funding, using outside class setting	<ul style="list-style-type: none"> • 540 students trained • 120 Students engaged in 3 practical activities • 10 Students got jobs, & 25 got internship placements in CSR dep'ts
2.Further development of the CSR curriculum now to focus on Masters students & on special topics like Supply chain Management; CSR Reporting & Communications, etc.	No academic material developed	No academic material developed	
3.Training two (2) universities in CSR curriculum issues (Bugema & KIU)	Both trained	200 CSR Text books donated to kick start these universities	<ul style="list-style-type: none"> • At MUBS a full course unit on CSR was introduced and its taught at 5 degrees • Topics on CSR have been integrated in 2 degree courses at Bugema university

2.2 Strategic Activity: CSR Training / company capacity building

1. Organize CSR trainings for companies, to build their capacity to manage CSR [with ICGU leadership]	3 trainings conducted on "Basics of CSR Management" 55 managers trained	2 trainings conducted on "CSR Communication & Reporting" 45 managers trained	<ul style="list-style-type: none"> • 100 managers trained, and all these came from 55 companies
2. Develop new training manuals focusing on "Responsible / sustainable Supply Chain Management", and, "CSR Reporting and Communications to supplement	CSR Reporting & Communications manual developed	A proposal to develop & implement the Manual "Managing CSR issues in the Supply Chain" has been	<ul style="list-style-type: none"> • Increased credibility of UCCSRI to offer CSR technical knowledge

the existing generic manual		finalized	<ul style="list-style-type: none"> When engaging in CSR, Companies now a points of reference and guidance (i.e., manuals)
3. Undertake a training review and follow-up of the previous trainings ascertain dev't impact created by these trainings	Done	Each working Group made its assessment and hence this report	<ul style="list-style-type: none"> UCCSRI now has a good idea of what the companies are doing, and where needs and gaps exist
4. Organize 2 CSR Training of Trainers (ToT) - on ISO 26000; and on Managing supply chain CSR issues	Not done for these specific issues [ISO 26000 and Supply Chain CSR]	Need to prepare a request to GIZ to finance ISO 26000 trainings	

2.3 Strategic Activity: CSR Promotion and recognition

1. Introduce the 1st Ugandan sustainability /CSR Awards and conference	Successfully held in Dec, 2013 with UMA, PSFU, UIA and GIZ	CSR Award and Conference organized in Dec, 2013	<ul style="list-style-type: none"> Companies saw the value of CSR and now they come & attend our trainings & forums. Business behavioral change; selected companies are integrating CSR into their business
2. Engaging the media	Not yet done	Not done	
3. Redesign; and print new UCCSRI marketing /communication materials	Not yet done	Not done	

Section Three: Development Impact created by the undertaken activities and the finances involved.

This section gives more information than that provided in section two. That is, this section tries as much as possible to quantify what UCCSRI achieved based on three thematic broad activities:

- (i) CSR Knowledge Development,

- (ii) CSR Promotion and Recognition,
- (iii) CSR Training and Capacity Building of companies.

3.1 CSR Knowledge development:

Three activities undertaken in this thematic area were: (i) organized CSR Hands-On-Lectures series; (ii) Trained two (2) universities in CSR curriculum issues (Bugema & KIU); donated 200 CSR Text books to universities to kick start teaching of CSR. These were broadly meant:

- (i) To develop future CSR managers through formal education at higher institutions of learning;
- (ii) To create formal educational awareness of CSR in higher institutions of learning.

3.1.1 CSR Hands-On-Lectures series

(a) Rationale:

These were [and are still] being organized in order to bridge the gap between CSR practitioners and the students [theory] who are still in university. That is, these lectures are intended to put a realistic CSR picture before students of how to: (i) think/be creative about CSR; (ii) how to plan for CSR activities including budgeting and setting targets; (iii) how to implement and engage stakeholders into CSR activities.

(b) What has been done?

In the year 2013, four lectures were organized, and they were class based. For each lecture, a practitioner was invited to make a topical discussion meant for students understanding and comprehension of CSR issues (for each of these lectures, reports were submitted to GIZ). In 2015 (April), one lecture was organized and was fully financed by UCCSRI (a sign of UCCSRI's progress towards sustainability). This was meant to assess the learning students obtained from previous lectures. This 2015 class was practical in nature and it was organized outside classroom setting. In total, over 540 students have been trained in class room setting while 120 students were engaged in the 3 practical activities, - managing sanitation at the university, safety at the university; strengthening sanitation in students' residences (hostels).

(c) Development Impact so far registered:

- (i) Students have been able to identify micro strategic CSR activities and they can manage them. This was demonstrated in April, 2015 at MUBS when students identified three activities;- Sanitation at the University; Safety at the university; and, Sanitation around students' residences (hostels). UCCSRI internally raised funds for these activities and they were conducted successfully. This demonstrates that "Learning actually took place" and that we need to beef up these students' skills further.
- (ii) Corporate sponsors/companies have taken on some students as their employees in CSR or Corporate Affairs departments. Notable companies that have done this are: Toyota Uganda Ltd which took on 7 students in February 2015; and Standard Chartered Bank which took on 3 students.
- (iii) Other companies have taken on 25 of our students who have reached their final year of studying, as interns in their CSR departments, notably Kampala Pharmaceutical Industries (KPI), a drugs manufacturing company.

From a broader development impact perspective, the ‘Hands-on-CSR Lecture Series’ have:

- (i) Provided students with a practical understanding of CSR.
- (ii) Provided a platform for discussion of CSR topics of academic interest and importance.
- (iii) Exposed graduate and undergraduate students to various CSR career opportunities.
- (iv) Provided a unique networking opportunity among students and CSR experts.
- (v) Encouraged relevant research in CSR and sustainability issues among students.

3.1.2 Trained universities to uptake CSR curriculum issues***(a) Rationale:***

To roll out of the CSR curriculum which was developed by the UCCSRI (with funding from former DED, now GIZ). That is, to enhance CSR Knowledge Development through ‘Formal Education’ in Uganda. This has been done through empowering Lecturers in selected Universities and Institutions of Higher Learning with Knowledge and skills in CSR.

(b) What has been done?

- i. 4 universities have been helped to add and start teaching CSR into the subjects/ course units / topics they teach. These universities are: Makerere University Business School (MUBS), Uganda Christian University (UCU); Kampala International University (KIU), and Bugema University (BU). For each of these universities, technical help was offered methodologically in two phases: (1) Pre-Training Visits to these universities so as to ascertain their “CSR teaching/training Needs; and (2) the Actual CSR Curriculum Training Workshops (ToTs) directed to Lecturers who are now teaching /delivering the CSR topics and subject to students.
- ii. Ascertained the needs and expectations of the four (4) selected Universities through a Training Needs Assessment (TNA).
- iii. Ascertained the CSR knowledge gap as well as student learning and training requirements.
- iv. **Donated 200 textbooks¹ of CSR to two universities** [Kampala International University (KIU), and Bugema University (BU)] to kick /start boost the teaching of the subject, in 2015
- v. A staff base of 40 lecturers competent in imparting CSR knowledge has been developed (15 at KIU, and 26 at Bugema University) (in 2013)
- vi. A staff base of 31 lecturers competent in imparting CSR knowledge has been developed (16 at UCU, while 15 developed at MUBS) – in 2011
- vii. Initially (in 2011), this CSR curriculum was successfully rolled out at MUBS and UCU using the methodology shown in (i) above. To date, in these 2 universities have adopted it and is being taught at two Masters Degrees, and at Undergraduate (section next section below).

¹ Katamba David, Christoph Zipfel, Tushabomwe-Kazooba Charles, & Haag David., (2012). *Principles of Corporate Social Responsibility: A guide for students and practicing managers in developing and emerging countries*, Strategic Book Publishing and Rights Agency, Houston, TX, USA.

(c) Development Impact so far registered:

- i. To date, while our initial plan was to teach this cause starting with undergraduate, at UCU, CSR was adopted and is being taught as various topics in different subjects at two Masters Degrees: Masters in Community Development and Psychology (with 72 students); and MBA (155 students) because this is what the TNA (Training and Learners' Needs Assessment) report advised. This university also procured 50 CSR text books that were developed by the Uganda Chapter for Corporate Social Responsibility Initiatives as key text books for course delivery at Masters. But it has a shortage of 320 if this cause is to be rolled/introduced to undergraduate students [which is our priority as UCCSRI].
- ii. MUBS has so far been the most successful university to start a full subject on CSR with support of UCCSRI **[but it went through the stringent /tough Ministry of Education and NCHE procedure outlined below in the NB section below]**. Further negotiations are underway with NCHE to start degree on CSR but there are still many shortcomings that UCCSRI has to do like developing more text books as reading and reference materials.
- iii. At MUBS, a total of 982 students at undergraduate level, have so far been examined and assessed based on the CSR knowledge, while at Masters level where 120 students have been examined notably on the MBA program and 65 on the Masters of Science in Leadership and Governance.
- iv. Bugema, a combined estimate of over 350 students at both masters and undergraduate levels have begun being taught CSR by these lecturers in form of 'topics on CSR', and not as a full course /subject.
- v. Both at Bugema and KIU, there has been a slow uptake pace for the curriculum.

NB. Explanation of this slow update on changing curriculum to integrate CSR in universities:

This slow uptake to start teaching a full course unit or degree [at KIU and similarly at Bugema, as well as in all other universities we shall bring on board] is attributed to a stringent procedural issue. That is, university studying is highly regulated in Uganda. A university MUST first ensure that it has enough reading materials for that subject, have competent lecturers, lecture rooms, fully developed course content(s), and reference materials. After this, it then applies to the Ministry of Education (MoE) through National Council for Higher Education (NCHE) before an academic year starts (not in the middle of the academic year). On response and recommendations of NCHE the university then starts TEACHING the full course unit or degree. This means a university on average would need two years to start the subject fully if all requirements are in place. The duration is a bit longer if a fully-fledged degree is to be started, say, a Bachelor of CSR Management!

3.2 CSR Training /capacity development.

The main objectives of the CSR training program thematic area /activity are:

- i. To build national capacity of companies to manage CSR activities.
- ii. To expand and strengthen the UCCSRI's training capacity and ability to help companies address their CSR needs.
- iii. To address diverse target needs through developing training manuals and programs,
- iv. To generate income to sustain the operations of the UCCSRI as an organization.
- v. To enhance the marketing strategy of the Group's services,

- vi. To encourage membership recruitment as well as facilitate the identification of future training and possible consulting opportunities for the Group.

Two notable activities were done under this thematic area:

1. Conducted training for companies.
2. Developed CSR training manual on CSR Reporting & Communications.

3.2.1 Organized CSR trainings for companies:

(a) Rationale:

Our training program generally seeks to demystify CSR among these stakeholders /decision makers and demonstrate its roles and value in the management of their business affairs. These mainly include participants from government departments, the corporate sector, private sector, public sector, NGOs, CBOs, and more so, Directors, Senior Managers and Departmental Heads involved in supervising or implementing CSR activities.

(b) What has been done?

The ICGU through the UCCSRI partnership carried out three trainings in 2013 in which organization managers and heads were exposed to “Principles and practices of CSR Management.” We also covered 2 trainings in 2015 under the theme of “CSR Communication and Reporting.” Below is the breakdown:

- (i) Organized 3 trainings on “Basics/ Principles and practices of CSR Management” in the year 2013. These were attended by over 55 participants (each training averaging 17 participants) representing 27 companies (averaging 2 participants coming from one company). The trainings centered on three aspects
 - a) What is CSR, How to get started and involved in CSR
 - b) CSR case studies illustrating how (a) above can be applicable
 - c) Practicing CSR best practices, lessons from Uganda.
- (ii) Organized 2 trainings on “Managing CSR Reporting and Communication” in the year 2015. These were attended by over 45 participants (each training averaging 23 participants) representing 22 companies (where on average, 2 participants come from one company). The trainings centered on three aspects:
 - a) Introduction to CSR reporting and communication
 - b) CSR Communication and Reporting Structures
 - c) Effective stakeholder engagement in CSR communication
 - d) CSR Reporting steps

(c) Development Impact so far registered:

Above average, there was built capacity of: (i) Companies and their staff that participated in the trainings had their capacity strengthened, and (ii) UCCSRI members to have a pool of Trainers that can deliver and translate the

knowledge in the “Basics/ Principles and practices of CSR Management,” and “CSR Reporting and Communication” manuals to practitioners in companies. The table below details this.

	2011	2012	2013	2015
Number of participants that benefited from the trainings [23 rd May, 2013; 25 th July, 2013; and 19 th September, 2013]	n/a	n/a	55	n/a
Companies guided in the uptake of “Basics/ Principles and practices of CSR Management.” [NB: on average, 2 participants come from one organization]		5	27	n/a
Number of participants that benefited from the trainings [19 th March, 2015; 30 th April, 2015]	n/a	n/a	n/a	45
Companies guided to uptake “CSR Reporting & Communication [NB: on average, 2 participants come from one organization]	n/a	n/a	n/a	28
Enhanced capacity of the UCCSRI facilitators who deliver, and roll out the “Basics/Principles & practices of CSR Management” manual that we developed in 2011.	4	3	4	n/a
Enhanced capacity of the UCCSRI facilitators who deliver, and roll out the CSR Reporting and Communication Manual that we developed in December 2013.	n/a	n/a	5	9

n/a [No Activity like that was undertaken]

3.2.2 Developed a new training manual:

(a) *Rationale:*

UCCSRI uses well researched information that suits Uganda’s setting, in form of “Training Manuals,” to train and extend to companies, and different stakeholders specific CSR knowledge. In addition, for Uganda Chapter for Corporate Social Responsibility Initiatives sustainability purposes, we look at the manuals as a possible source of revenue if some few copies are sold. That is, we sell some copies independent of the trainings, so as to raise revenues that enable us meet some office operational costs like website maintenance and renewal fees, office stationery, etc.

(b) *What has been done?*

- a) Developed a “CSR Reporting & Communications” training manual. This manual has turned out to be the star training product offered by UCCSRI. It covers three main areas: (i) Introduction to CSR reporting and communication; (ii) CSR Communication and Reporting Structures; and (iii) Effective stakeholder engagement in CSR communication and CSR Reporting steps.
- b) Off set and printed 500 copies of this manual and made the information contained in the manual readily accessible to companies.

(c) *Development Impact so far registered:*

- i. Manual is put in an easily accessible, attractive and usable form by corporate companies for whom its meant to guide their reporting and communication.
- ii. 28 Companies have been easily guided in the uptake of CSR Reporting & Communication

- iii. Made available 500 copies of the manual, which copies have facilitated trainings and personal guidance of companies in the update of the knowledge

Section Four: Challenges/ Lessons learnt

4.1 Trainings:

As evidenced in the table we had training days that attracted few participants and others huge numbers which also affected on the quarter financial.

4.2 CSR Hands-On-Lectures

Students indeed want these lectures. So there is need to organize more of these lectures as they re-enforce students learning and knowledge acquisition regarding CSR. The practicing presenters invited, added much value to the way CSR Lectures are run, and to the students as well. That is, their presentation sparked a continual series of CSR learning events for students such that they actually have something tangible from participating in these lectures, as opposed to merely sitting and listening to the nice presentation(s). For example Joweria's (of Toyota Uganda Ltd) and Herbert Zake (of Standard Chartered Bank Ltd) coming to these Lectures, has positively twisted the future of grooming CSR managers in Uganda, especially through formal education institutions by introducing "*practical sessions/ out of class*" that we piloted this April, 2015.

Section Five: Way forward

5.1 CSR Lectures:

- i. We left the students with the tasks to develop ideas, further and clearly show how they can implement CSR Projects selected. They have to learn how to manage their own CSR Projects, how to keep them running and how to raise money for their interests. We will help and teach the students with our knowledge and skills how to roll their Projects. We will try to raise funds from different supporters, to finance the ideas and we will also teach the students how they can do it by themselves.
- ii. The Uganda Chapter for Corporate Social Responsibility Initiatives (UCCSRI) is responsible for helping students fine tune their ideas, raise for them some money so as to implement these ideas. Also the UCCSRI is charged with project guidance to ensure success of the student projects.

5.2 CSR Curriculum roll-out:

- i. Uganda Chapter for Corporate Social Responsibility Initiatives (UCCSRI) has been requested by Uganda Christian University (UCU) to support it with 250 CSR text books so that next academic year (2015/2016, which is starting two month from now), it can start teaching CSR to under graduate students.

- ii. A similar request as in (i) above, was raised by MUBS which in fact is our star and model example to other universities, but we put it aside. This means we need to reconsider it and support them with at least 100 copies of the text book, *“Principles of CSR: A guide to students and practicing managers”*.
- iii. To ensure that CSR curriculum is to be incorporated CSR in the curriculum in coming next academic years (2015/2016) by integrating it in each subject as per the Training Needs Assessments earlier conducted.
- iv. UCCSRI should support other universities by also starting and facilitating the “CSR Lectures” which are currently on at MUBS
- v. That UCCSRI should support these universities to institute an offices at the Universities to coordinate all CSR activities as it is at Makerere University Business School (MUBS);
- vi. Conduct re-fresher trainings.

5.3 CSR Training:

- i. To maintain the pace of training and capacity development we have reached with financial and technical advisory support received from GIZ, we have to embark on “Building capacity of business enterprises in Uganda to manage Supply Chain CSR Issues.” We should use the same methodological approach we followed when developing the CSR Communications and Reporting Manual. That is, (i) we develop the manual, (ii) off set design and print it, and (iii) rolled it out through trainings so as to encourage and simplify the uptake of the knowledge developed.