Making the Hard-to-Reach... Reachable

Experiences on Public Private Partnerships for Hygiene Promotion in Peru

May 2012
Over the last decade Public-Private Partnerships (PPPs) – partnerships between government and one or more private sector companies - have evolved from the infrastructure realm into the social sphere. Private businesses are investing in health, education and environment - areas previously the domain of the public sector. In several countries of Latin America, private institutions are entering into collaborative partnerships with government service providers, and bringing with them funds, human resources, local presence, and long term planning horizons. PPPs in Peru are becoming efficient mechanisms to accelerate poverty alleviation, reduce malnutrition and increase healthy behaviors, among others.

The Handwashing Initiative (HWI) started in Peru in early 2003 as a public private partnership seeking to raise national awareness on the benefits brought by handwashing with soap (hwws) behavior particularly on young children’s health. Over the years research based communication approaches and methods were developed to promote hwws behavior among children and caretakers as the HWI evolved into a multi-sector, decentralized effort implemented at scale. Linked to education and nutrition, the initiative reached 5.9 million caretakers and children by 2010; built local capacities and established strong partnerships at national and local level that led to the continuation of activities long after it ended as a project\(^1\) in 2010.

Over a decade long learning process, private sector participation became a feature of the HWI. During the early years, these partners were sought to scale communication and enhance impact on public opinion. Media networks, commercial door to door sales agents, banks internal circuits, were among the most effective supporting private channels. Later on, as the HWI reached scale, the role of local private companies (agricultural and mining) grew as they linked the initiative to communities and local authorities. Their Corporate Social Responsibility’s orientation and investments opened up an opportunity for a win-win scenario: the companies required effective projects to be implemented,

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\(^1\) The HWI was funded by the Japan Social Development Fund; Swiss Development Cooperation; United States Aid for Development; Bill and Melinda Gates Foundation and WSP. It was coordinated by WSP during 9 years.
and the HWI needed resources to widen its scope of reach and sustainability. This document provides lessons on a partnership building strategy that was implemented by the HWI in five regions in an effort to target new resources towards regional efforts to reduce children malnutrition.

**Partners for sustainability**

New evidence of the power of PPPs comes from Growing Together — a strategy from Peru’s Handwashing Initiative (HWI). After a number of years of working with the private sector to scale up handwashing, the HWI in 2008 piloted Growing Together, a strategy that integrates handwashing with private and public sector activities at the local and regional level. Growing Together enabled the HWI to leverage PPPs efforts in five regions\(^2\) of the country to make handwashing a core activity within child malnutrition and poverty alleviation programs. As new public and private institutions joined and integrated the behavioral change methodologies\(^3\) into their ongoing health, education, nutrition and environmental programs, the HWI reached a wider segment of the target population.

In a short time, the Growing Together strategy has demonstrated that concentrated efforts through PPPs can boost beyond expectations the promotion of handwashing with water and soap among low-income families in Peru.

Experiences from these partnerships provide valuable learning for HWI implementation in Peru. Managers interviewed in an opinion poll\(^4\) to learn about their perceptions and future plans, expressed that they were able to strengthen their community relations because of the HWI training and promotion activities they implemented. Several of them have continued activities after the HWI ended as a project in December of 2010. The cases presented below were selected because they reported significant children diarrhea reductions attributed to the HWI behavioral change methodology at district level, leading to continuing activities beyond 2012.

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\(^2\) Tumbes, Piura, Lambayeque, Cajamarca to the north, and Arequipa to the south of Peru.

\(^3\) Formative research led to the development of a behavioral change methodology used to train field agents on a systematic way to reach the audience and motivate the adoption of hwws. Manuals and games were provided.

\(^4\) Opinion Poll conducted among 14 private partners that funded HWI activities in their communities.
Peru is a diverse country, both culturally and economically. Each of its 25 regions is unique and presents different opportunities and challenges: some regions are rich in resources and have many opportunities for sustainable economic growth, while in others, private investments are scarce due to the lack of opportunities and/or unfavorable environmental conditions. However, one characteristic all regions have in common, even the ones that have an abundance of resources, is the uneven distribution of wealth among the population. The poverty line in Peru has dropped from 42.4 in 2007 to 27.8 in 2011, due to a steady economic growth over this period (averaging 7%). This however implies that there are about 10 million Peruvians living with a budget of $100 per month; 56% of them live in rural areas where the extreme poor barely survive with a monthly budget of $54 and lack access to water (64%) and sanitation (89%).

National efforts towards achieving the Millennium Development Goals of reducing child malnutrition by 9% by 2015 have been effective in bringing regions to focus on this one goal. Children’s chronic malnutrition decreased from 22.6% in 2007 to 17.9% in 2010. However, the national average hides a severe situation affecting the capacities of children in rural and remote areas of Peru, where malnutrition rates can exceed 50%.

The challenge is how to make a difference to child malnutrition rates in hard to reach rural and excluded regions in a way that is cost effective and sustainable. In these locations, it is common to find local authorities and private companies coming together to work on specific community-oriented programs or campaigns usually related to health, nutrition and education. Large companies (e.g. in mining and agriculture sectors) are also involved in infrastructure projects such as roads, housing, water and sanitation. In some very remote areas, private sector organizations, particularly mining companies, may be the only entity present and fill important services gaps created by the absence of government. Adding handwashing behavior change methodologies and tools to existing public and private sector health, education, and infrastructure programs in these difficult regions is one way to have an impact on malnutrition rates. Handwashing with soap can cut the incidence of diarrhea by up to 47% (Curtis et al), and diarrhea is a major cause (and consequence) of malnutrition. Repeated bouts of diarrhea in children prevent them from achieving normal physical growth and cognitive development. Even when food consumption is sufficient, diarrheal disease inhibits nutrient absorption which can lead to malnutrition as well as underweight and stunted children. Being malnourished also increases the frequency and duration of diarrhea events, thereby creating a vicious cycle. However this cycle can be broken by handwashing with soap.
Learning Base for Handwashing

Peru already has a track record in PPPs for handwashing through the Handwashing Initiative (HWI) - a partnership of the Ministry of Health, the Swiss Cooperation Agency, USAID and the World Bank’s Water and Sanitation Program (WSP). Since 2003, the HWI has been forging a new direction in hygiene promotion, by forming PPPs to strengthen the promotion of handwashing with soap nationwide. WSP’s approach brought public and private institutions together to provide creative ideas and resources to the process of handwashing with soap behavioral change. (See Box 1).

Peru’s HWI adopted a multi-sector approach in 14 of its 25 regions. Capacity-building methodologies were developed and messages were designed based on results from baseline studies and qualitative research that provided insight into the motivations and perceptions of mothers and children to enable them to adopt healthy hygiene behaviors. Over 40 organizations joined the effort, among them private sector companies in fields as diverse as communications, banking, cosmetics, mining and agriculture; as well as NGO’s specialized in health and education, and community based organizations. Based on this success the HWI was scaled up to reach districts and provinces in 24 regions of the country, providing the HWI with considerable experience in partnering with the private sector.

In 2007, with funding from the Bill & Melinda Gates Foundation, the HWI program was redesigned to reach scale, while focusing on learning and impact evaluation. Different partners emerged, as the country went through positive economic changes, and the enabling environment for private sector participation in social programs, due mainly to social responsibility programs, opened up. Yet while the HWI had achieved many successes in improving handwashing through public-private partnerships, project management realized that a greater scale, reach, and sustainability could only be

BOX 1: Super Jaboncin Liquid Soap Dispenser: a device made from recycled plastic and homemade liquid soap

Problem: Soap is not available in a visible and accessible place for HW at home or school.

Solution: Recycled plastic device to hold reusable plastic bottles with water and homemade liquid soap by kitchen and latrine/bathroom.

Strategy:
- Private company (DURAPLAST), designs, develops and controls production quality (US$ 50,000 contribution)
- WSP funds initial production of 57,000 units
- Local governments and private companies fund distribution, train field promoters (liquid soap) and monitor use

Outcomes:
- Additional 35,000 Super Soapy are funded by companies and national programs over the 2010/2012 period
- Additional 10,000 SJ are financed by PAHO and used in Guatemala’s AH1N1 prevention in schools. (2009).
- 573,000 people used Super Jaboncin Liquid Soap Dispenser WSP’s initial production
achieved when handwashing behavioral change promotion became a strategic intervention that would add value to other programs, rather than as a standalone hygiene campaign.

**Adding Value to Government Efforts to Reduce Malnutrition**

In March 2008, WSP developed and launched a two-year partnership strategy called *Growing Together*. This name is taken from the Government’s national health sector strategy *Crecer* (Growing) and the related cash transfer program named *Juntos*, in an effort to link the HWI with the national effort to reduce child malnutrition. Launched in five regions, the strategy aimed to strengthen regional efforts in malnutrition reduction by adding technical capacities and funding. As a core HWI partner, WSP coordinated the partnership-building process in each of the regions, while articulating a process to support ongoing associated efforts by public institutions and the private sector in certain regions or unify disparate efforts in other regions. A necessary first step was learning about what the public sector was doing, what the challenges were, and then bringing on board local private companies to contribute resources and funds.

The *Growing Together* strategy was initiated with a workshop attended by key stakeholders including government authorities, health and education specialists, representatives of local universities and NGOs from the regions. Their task was to analyze the situation and develop plans and commitment statements signed by each participating institution, on the objectives to be achieved by 2010. The main objectives to be accomplished during the following two years were identified as:

- Policy design
- Capacity-building at local level
- Health impact
- Resource allocation

With the help of partners from varied sectors sitting down together, a coordinated plan could be prepared that helped avoid double expenditure and broadened the target population by using funds in a more cost-effective way. The participation of institutions in the design, planning and monitoring stages, resulted in better linkage of policy to action plans, and more efficient targeting of resources.

The HWI made available a complete “Handwashing Package” ready for use by partners. It included - capacity-building methodologies and tools, a behavior change communication strategy for handwashing, and a set of monitoring tools to be used by field practitioners and program managers. WSP also provided technical assistance for strategy development and investment planning, preparing action plans, training in the use of tools and methodologies for changing people’s hygiene behavior, building multi-stakeholder monitoring capacities, and other support to add value to partner (public and private) social programs. Through regional coordinators, WSP trained local facilitators from health, education and the private sector, who would in turn support handwashing promoters with training and materials.
All five regions in the *Growing Together* strategy (Arequipa, Lambayeque, Piura, Tumbes and Cajamarca) had potential for economic growth and an enabling environment for partnership building at the regional level; yet there were high rates of social exclusion, malnutrition and poverty among some segments of the population living in remote areas. Regional authorities were all determined to change these social indicators in the short term and were interested in seeking out alternative solutions and new opportunities to reduce malnutrition. Private companies were already well established with long-term business commitments in the region, and had direct and indirect connections to the community.

**BOX 3: Keeping programs and partners on track – WSP’s role**

WSP’s role as a catalyst at national and regional level involved a diverse range of activities:

- Coordination of the program at national level.
- Articulation of the partnership in every region.
- Administering World Bank funding, including Gates’ Foundation funding.
- Handwashing technical support and training to education and health sectors at national and regional level.
- Development of regional Project Investment Plans.
- Participation in regional coordination committees.
- Development of multi-stakeholder monitoring capacities.
- Rebuilding partnerships and communicating the strategy to newly elected governments.

**BOX 4: PPP Regional Case Studies**

In these five regions the HWI was implemented by local coordinators, NGO’s and private foundations. The program included the following activities: a) Local capacity building: teachers and field promoters trained to deliver and sustain behavioral change; b) Campaigns: radios spots and promotional events (DCC); c) Community door to door visits; and d) Distribution and promotion of *Super Jaboncín* soap devices. What varied among these regions was the diversity of actors involved in the project and also the enabling context for a rich learning process.
AREQUIPA

Results & Health Outcomes *

During project (2008 - 2010)
Trained
806 teachers and 201 health promoters
Reached
572,000 women and children reached with mass media and interpersonal communication
Schools
338

Public Funding
Regional Government (2011)
$330,000

Private Funding
Buenaventura Mining Co.
financed a nutritionist to provide door to door support and monitoring to families in remote districts of Castilla over 6 months ($6,000)

Inkabor Mining Co.
provided schools with warm water to facilitate handwashing and financed training of 15 teachers to reach 150 children

Health Impact
Reduction of 56% (children diarrhea) and 61% (Respiratory Infections) (2009/2010) reported by Health Network Castilla-Condesuyos-La Union (local health authority) and attributed to HWI at district level

After project (2011 - 2012)
Cerro Verde Mining Co.
$ 117,000 (2011)
$ 120,000 (2012)
Reach
6,780 caretakers and children

Health Impact
up to 77% reduction in diarrhea and 56.6% in respiratory infections registered after an 11 month implementation (HWI) in Uchumayo, Yarabamba, Tiabaya and Islay districts

Buenaventura Mining Co.
$136,000
$145,000
Reach
3,313 caretakers and children

Health Impact
evaluation in process

General Information
Coastal and mountainous region in southern Peru.
1.2 million people, 42% in rural areas.
Economic base: mining, agriculture and wool cattle raising industries

Partners
Public Sector
• Regional Government
• Regional health and education authorities
• Local Governments
• 3 Nutrition programs

Private Sector
• Chamber of Commerce
• Cerro Verde Mining Co.
• Buenaventura Mining Co.
• Inkabor Mining Co.

Objective
Integrate Handwashing with soap into Regional environmental education and, Water and sanitation programs

* Health outcomes mentioned in these charts are the result of evaluations performed by public and private institutions at local level in Peru. The HWI project conducted an impact evaluation study using a randomized-controlled experimental design to measure behavior changes, and health and welfare impacts of the project intervention at scale. These results will be published during the second semester of 2012.
CAJAMARCA

Results & Health Outcomes *

During project (2008 - 2010)

Trained
2,118 teachers and 546 health promoters

Reached
437,000 women and children reached with mass media and interpersonal communication

Schools
89

Health Impact
A 13% reduction in diarrhea rates reported by the Regional Government after 2 years of articulated efforts led by CORESAN

Programmatic Results:
Through CORESAN, the HWI project’s reach was increased by 34% as associated institutions implemented the program in additional provinces.

After project (2011 - 2012)

In January of 2011 with new elected authorities, CORESAN was deactivated.

The Regional Government led social mobilization against mining for environmental reasons

Objective
Strong positioning of handwashing with soap as a means to reduce children malnutrition.

General Information

Andes mountain region in northern Peru.

1.4mill people,
67% in rural areas.

Economic base: mining exploration and dairy industry

Partners

Private Sector
- Yanacocha Mining Company
- GIZ
- CARE

Public Sector
- CORESAN (Regional Food Security and Nutrition Committee)
- Nutrition Program: JUNTOS
- Regional Government
- Local Governments

Activities

• HWI behavioral change methodologies integrated into the regional education plan and curricula.
• Capacity building to improve promoter outreach to rural women and children, and improve supervision and monitoring.
• Regional Government developed Project Investment Plan with action plan and budget to be implemented during 2011.

* Health outcomes mentioned in these charts are the result of evaluations performed by public and private institutions at local level in Peru. The HWI project conducted an impact evaluation study using a randomized-controlled experimental design to measure behavior changes, and health and welfare impacts of the project intervention at scale. These results will be published during the second semester of 2012.
LAMBAYEQUE

Results & Health Outcomes *

During project (2008 - 2010)

Trained
871 teachers and 204 health promoters

Reached
323,000 women and children reached with mass media and interpersonal communication

Schools
534

Health Impact
Evaluation was not performed

Programmatic Results:
• Integration of hygiene behavioral change method in the education system attracts interest in Central and South America.
• Working with volunteers from the regional public University Pedro Ruiz Gallo to support district municipalities has been scaled to other regions.

After project (2011 - 2012)

The school HWI program in Lambayeque was scaled-up to other provinces of the region after 2010 and was included in the education agenda. This process is led by the regional education sector.

General Information

Objective
Scaling up of handwashing with soap as an integrated component of environmental education, through the regional school system.

Coastal river plain region in northern Peru. 1.2 million people, 20% in rural areas.

Economic base: agriculture, tourism

Partners

Private Sector
• Odebrecht (construction)
• Peruvian Oviedo Group (agribusiness)

Public Sector
• Regional Government
• Local governments in the province of Lambayeque
• University Pedro Ruiz Gallo

Activities

• Regional authorities endorsed and supported HWI since 2005 and education sector integrated the behavioral change approach to hygiene promotion into the regional school system.
• During the first four years the regional education sector led the process and assigned funding to scaling up activities, including training, communication and monitoring.
• Brazilian company Odebrecht financed a ten-month promotional plan for sanitation and hygiene in Olmos district in 2010.

* Health outcomes mentioned in these charts are the result of evaluations performed by public and private institutions at local level in Peru. The HWI project conducted an impact evaluation study using a randomized-controlled experimental design to measure behavior changes, and health and welfare impacts of the project intervention at scale. These results will be published during the second semester of 2012.
### Objective
Targeted handwashing intervention in a district with high poverty and malnutrition

### General Information
- Tropical northern region.
- 1.7 million people
- 25% in rural areas.
- Economic base: agriculture, oil, phosphates, road and port infrastructure

### Partners
**Private Sector**
- Ecuador’s private Dale Foundation (Dole Bananas)
- Agricola Saturno

**Public Sector**
- Regional Government
- Local Governments

### Activities
- Regional Government financed intervention in Huarmaca, a distant district of 40,000 people with high poverty and malnutrition indicators. District health and education authorities implemented the program.
- Dale Foundation financed capacity building and strengthened local networks for HWI in the district of Sullana.

### Results & Health Outcomes *

<table>
<thead>
<tr>
<th><strong>During project (2008 - 2010)</strong></th>
<th><strong>After project (2011 - 2012)</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Trained</strong> 762 teachers and 191 health promoters</td>
<td>• Both Dale Foundation and Agricola Saturno have continued to implement the HWI as part of their CSR strategies in Piura. No specific data is available</td>
</tr>
<tr>
<td>** Reached** 323,000 women and children reached with mass media and interpersonal communication</td>
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<tr>
<td><strong>Schools</strong> 20</td>
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<tr>
<td><strong>Health impact</strong> 25% reduction of children diarrhea in Huarmaca reported by the Regional government and attributed to HWI (2009).</td>
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<tr>
<td><strong>Public Funding:</strong> The Regional Government financed ($270,000) a 10 month HWI intervention in the district of Huarmaca in 2009.</td>
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### Health Outcomes

- **Trained:** 762 teachers and 191 health promoters
- **Reached:** 323,000 women and children reached with mass media and interpersonal communication
- **Schools:** 20
- **Health impact:** 25% reduction of children diarrhea in Huarmaca reported by the Regional government and attributed to HWI (2009).

### Public Funding:
The Regional Government financed ($270,000) a 10 month HWI intervention in the district of Huarmaca in 2009.

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* Health outcomes mentioned in these charts are the result of evaluations performed by public and private institutions at local level in Peru. The HWI project conducted an impact evaluation study using a randomized-controlled experimental design to measure behavior changes, and health and welfare impacts of the project intervention at scale. These results will be published during the second semester of 2012.
**Objective**
Integration of handwashing in Wawa Wasi, national nutrition nursery program for children under four

**General Information**
- Very small frontier region in northern Peru.
- 0.2 million people
- 90% urban
- Economic base: oil, fishing, tourism and resorts

**Partners**
- Private Sector
  - BPZ Energy, oil and gas exploration and production company
- Public Sector
  - Regional Government
  - Ministry of Women – Wawa Wasi (nursery) program

**Activities**
- BPZ supported the Ministry of Women’s national nursery program WAWA WASI, for children below four to improve their nutrition and environment.
- During 10 months, the HWI program was implemented in all 150 Wawa Wasi in Tumbes, and all involved families (1,100) were reached. This included the use of the HW device, *Super Jaboncin* and the production of artisanal liquid soap.

**Results & Health Outcomes ***

<table>
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<th>During project (2008 - 2010)</th>
<th>After project (2011 - 2012)</th>
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<tr>
<td>Trained 117 teachers and 29 health promoters and 420 Wawa Wasi promoters</td>
<td>BPZ Energy $75,000 (2010/11) $45,000 (2012)</td>
</tr>
<tr>
<td>Reached 169,000 women and children reached with mass media and interpersonal communication</td>
<td>Reach: 9,000 parents and children</td>
</tr>
<tr>
<td>Schools 22 schools and 150 Wawa Wasi</td>
<td>Health Impact: Up to 50% reduction in diarrhea and 80% in respiratory infections among children.</td>
</tr>
<tr>
<td>Health Impact: Wawa Wasi reported a 74% reduction in diarrhea and 69% in respiratory infections, after a 10 month intervention of the HW program.</td>
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</table>
IV. Outcomes

Results of the Growing Together strategy were many and varied. Regional policies were established in which the HW behavioral change methodology was integrated into regional and local strategies and social programs in all five Regions. The Regional Government of Arequipa assigned a budget to continue activities after the project ended, and so did private partners in Tumbes, Piura, Arequipa and Lambayeque. In terms of widening the scope of the communication effort and increasing impact on children’s diarrhea at local level, the following was reported by partners:

a) Health impact at district level reported by local health authorities:
   - In Tumbes, there was a reduction of diarrhea (74%) and respiratory infections (69%) after the ten-month handwashing pilot ended in the nursery program (Wawa Wasi).7
   - Authorities in Piura and Arequipa also showed evidence of reduction of children’s diarrhea of 25% and 53% respectively that was attributed to the HWI program.8
   - In Cajamarca the HWI project’s reach was increased by 34%. Authorities in this region reported a 13% reduction in malnutrition among children younger than five9. Due to the articulated effort of CORESAN during 2009-2010, handwashing promotion was strengthened and scaled regionally.

b) Increased reach at national and provincial level, reported by education authorities:
   - By October of 2011, 40,000 schools had inserted the HWI methodology in their yearly planning and curricula.
   - In Lambayeque 34 primary schools were initially selected to participate in the HWI program over two years. By December 2010, 543 schools had completed activities.10

c) Investments and health impact (district level) reported by private partners (2010 – 2012/ after the project)
   - In Tumbes, oil extracting company BPZ has invested $120,000 and reports reductions of 50% 80% in children’s respiratory infections and diarrhea respectively.
   - In Arequipa, Cerro Verde Mining Company has invested $237,000 and reports reductions of up to 56.6% and 70% in children's respiratory infections and diarrhea respectively.

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7 Ministry of Women and Social Development, monitoring report of HWI integration in Wawa Wasi program. February 2010
Through the *Growing Together* strategy, the HWI was very successful not only in improving families’ behaviors but also in establishing partnerships that allowed it to scale up to distant geographical areas and reach many more families. The *Growing Together* strategy provides lessons on how to build partnerships and gather evidence on the growing role the private sector plays as catalyst for poverty reduction. Corporate Social Responsibility is good for business. Private firms in most Latin American countries are strong opinion shapers and guide a growing trend of Corporate Social Responsibility to allocate resources to improve education, health, and environmental protection in alignment with national priorities set by the Government. In addition, there are tax incentives that promote private investments; the amounts invested replace their tributary obligations to a certain extent. Agricultural companies must comply with high international quality standards (GLOBAL GAP) if their produce enters international markets. In 2009, a new quality standard (ISO 26000) gave an additional certification to companies trading in international markets if they complied with social responsibility guidelines. Mining companies are requested to invest a certain percentage of their revenues in infrastructure and social programs in many countries; they must also comply with very strict environmental protection guidelines. This describes a setting in which all actors must be aware of and comply with specific rules of the game, if they are willing to play.

The cases presented in this publication are mainly about mining and agricultural companies that have local operations, deal with local authorities and are immersed within the community for the long run. They have the interest and opportunity to reach and target the poorest of the poor, and have the capacity to bring resources and innovation to change their lives permanently.

But what impels them to become, and remain, involved? It appears that, although a strong institutional framework of regulations and financial incentives may help the private sector get started in social responsibility, it is not the only reason for their involvement.

One year after the project ended, WSP found that several of the companies that had invested in the HWI program in previous years, continued to assign resources to the project. A short opinion poll was conducted to learn about the reasons and motivations behind these decisions, and the internal factors that justified an extension, even a scale up of the HWI to new geographical areas. fourteen managers shared the following insights:

- **Strengthening community relations in the area where the company operates** – by conducting social development programs, companies are more readily accepted and social turmoil is prevented, especially for mining and agricultural businesses. Peru has experienced some unrest around certain mining companies that have had environmental impacts. Mining companies are now conscious of the need to take care of the environment and learn about what the community wants or else face risk of closure of operations by the community. Agriculture companies also have to make sure the community is accepting of the operation and that it is informed about the nature and benefits of the business and how much employment will be generated.

- **Being recognized and certified by achieving Social Responsibility Good Practice standards** - in 2010 the International Organization for Standardization launched ISO2600 for companies that engage with the community and conduct social responsibility...
programs, including assigning resources to these programs. Companies are perceived more positively globally if they are engaged in social responsibility, comply with global standards of good practice, and have certification ISO2600.

- **New Local capacity building is valued by authorities and field practitioners** - The manuals, games and liquid soap device provided by the HWI were appreciated by private firms for several reasons: the methodology is endorsed by the health and education sector; they are ready for action tools – capacity building workshops could easily be organized with such supporting material; motivational capacity building sessions strengthen ties between workers and superiors.

**What can we learn about partnerships?**

**Local private companies have unique characteristics that make them ideal partners.** Local companies are already naturally linked to local governments and communities, as they need these networks as platforms for acceptance and their own sustainability. Because their investments in the local area are for the long term, they also have a long-term vision, with planning horizons well beyond political cycles. Private companies operating in remote regions, such as mining companies, provide an opportunity to reach areas and fill a gap where the public sector is weak or non-existent and unable to deliver public health and education services.

**Having a policy will attract funding.** The project’s sustainability strategy rested on the hypothesis that if the HW behavioral change method developed was included in national or regional policy it would lead to funding allocation over time. This was proven true in all five regions as either regional or local policies provided a focus for activities and enabled funding to be allocated to HW behavior change training and promotional activities. A policy also helps guide how money is spent – this is important with mining and agriculture companies who have funds available for social programs but need to be guided in how to spend in the most effective way.

**Private sector leaders can attract other companies to join partnerships.** When large respected companies join partnerships they are effectively role models for the private sector, and can influence other companies to become involved. In Arequipa the mining company Cerro Verde and a strong entity like the Chamber of Commerce persuaded other institutions to commit and allocate funding to the project.

**Local partners prefer “quick wins” and concrete solutions.** Partnerships work best if benefits are envisioned by all sectors, and if action plans can reach the field rapidly. For private companies there is a value in being able to show their constituencies that they can deliver social programs quickly. Most institutions have adopted the HW soap device, Super Jaboncin, as a quick and cost-effective solution to bring soap to the appropriate place in schools and at home. With HWI manuals, methodologies, trainers, and partnership experience ready to go, WSP was able to effectively support partners who provided people, money, and targets for handwashing.

**Partnerships can work with minimal formal agreement.** On a day to day operational level, partners’ roles and types of support were routinely negotiated around who could do what – from supplying handwashing devices, to paying for their freight, from organizing a training course, to providing trainees, and from paying for manuals, to conveying those manuals into the hands who those who need them. This informal negotiation was successful as it was based on trust and a mutual commitment to deliver on common objectives, usually without any written documents or agreement.

**Start monitoring at the beginning.** With technical assistance from WSP, multi-stakeholder monitoring capacities were developed early on in the program. As a result, the health impact of programs was more reliably and better evidenced through trusted regional monitoring and evaluation mechanisms. Partners were able to clearly see the success of their programs. For the private sector, this gave them confidence in the efficacy of their investment. As Peru is evolving into results-oriented funding, the public sector also saw the value of monitoring and improving capacities. Good

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11 80% of managers interviewed expressed that the methodologies, tools and technologies provided an added value that benefited the efficiency of their social investments.
monitoring also leads to a longer-term commitment in the program and attracts others to join partnerships.

**Impacts from local partnerships can ripple out.** Activities of local partnerships can have a ripple effect, sometimes all the way to national levels. In Tumbes HWI local Wawa Wasi (nursery) program authorities implemented (over 10 months) the HWI program, documented the process and evaluated impact. As a result, the Regional Government of Tumbes integrated the HWI behavioral change model into the priority child health policy.

**BOX 5: What are the challenges to working in partnership?**

- Identifying a partner that will coordinate and monitor activities is essential to obtaining benefits from working in partnership.
- Clarity and transparency about the roles and responsibilities is required to build and maintain trust among parties.
- Keeping the group alive demands a constant and sufficient flow of information and two-way open channel for feedback.
Conclusions

This evidence from the Growing Together strategy on the impact of PPP’s in health and education, shows how handwashing can be scaled up most cost-effectively, and how quality and innovation can be improved by integrating the public and private sector in partnerships. Linking hygiene promotion to the Ministry of Health’s National Strategy and Program to Reduce Malnutrition provided a strong case for partnership building in Peru. WSP was able to add value by supporting regional authorities achieve results, and at the same time benefited as new partners opened up opportunities and access to creative solutions.

Although this PPP trend is growing in Peru and other Latin American countries, given the poverty and malnutrition levels and lack of access to infrastructure in most of the Latin American countries, the case for promoting and expanding the use of partnerships as a tool to improving reach and sustainability goes beyond handwashing promotion. The private sector brings doses of additional resources and innovation to the poverty alleviation effort12; its orientation on efficiency adds a sense of urgency for results - a dimension commonly absent from public management. Also its creativity in looking for unexpected but friendly solutions generates a motivating environment that triggers participation and commitment among the audience.

The private sector in Latin America is currently providing exemplary solutions in fields such as education, health, housing and environmental protection. Programs such as “Techo Propio” (housing) and “Fe y Alegria” (education) have provided opportunities to channel private funding and raised access and quality of the services provided. In Peru, there is a demand for sustainable development projects, in particular those that come with validated methodologies that can show results in a medium term13. Furthermore, in coastal regions, large agribusiness and small farmers are coming together to improve irrigation efficiency, promote technical knowledge exchange and widen access to markets. These cases, as well as the ones presented in this document, show evidence of a shift in the roles and perceptions in the process of poverty alleviation; not only are private companies investing in social programs, but they share an interpersonal approach were behavior change becomes not only the objective but the conductor guiding towards sustainability. Lessons from these emerging knowledge sources could well be shared within and among countries looking for answers to speed up the process of poverty reduction within Latin America and other regions.

12 In Peru in 2009, Banks had invested up to $5m in education and health projects and there is up to $350m available from mining companies for social investments.
13 Barrick mining has recently invested $1.2m in “Sierra Productiva” in Ancash (18 technologies to come out of poverty – three year program).