

A conversation with Annie Place Winkler, June 12, 2018

Participants

- Annie Place Winkler – Major Gifts Officer, Living Goods
- Chelsea Tabart – Research Analyst, GiveWell

Note: These notes were compiled by GiveWell and give an overview of the major points made by Annie Place Winkler.

Summary

GiveWell spoke with Ms. Winkler of Living Goods to learn about Living Goods' progress and future plans. Living Goods is a GiveWell standout charity. Conversation topics included Living Goods' progress since GiveWell's last update in May 2017 and its room for more funding.

Progress since our last update in May 2017

Overview

Living Goods supports and supervises networks of community health workers (CHWs) who provide families with access to cost-effective, quality education, diagnoses, treatments, and referrals for basic health challenges, facilitated by cutting-edge technology. Living Goods' vision is to transform the way health care is delivered for generations to come, ensuring that all mothers and children have access to basic health care where they live.

Hiring

Living Goods has internally hired a new Chief Executive Officer, whose prior roles included Kenya Country Director and Chief Strategy Officer.

Scale-up of core work in Uganda and Kenya

In 2017, Living Goods supported approximately 6,000 CHWs in Uganda and 1,500 in Kenya, reaching a total of six million individuals. For 2018, it plans to support over 11,000 CHWs in Uganda and Kenya combined, reaching over 8 million individuals total. Similar to 2017, Living Goods will support more CHWs in Uganda than in Kenya for 2018, as it has been operating in Uganda for longer.

Increased advocacy efforts

Living Goods' goal for its work in Uganda and Kenya is to broaden and deepen its impact with the aim to operate at a national scale, to launch and scale in two new countries, and to empower others through a technical assistance platform by the end of 2021. To achieve this goal, Living Goods increasingly seeks to shape implementation, financing, and policymaking around community health. To this end, it has taken a targeted and strategic approach to advocacy, concentrating efforts on levers and relationships at both the global and country level. At the country level, Living Goods' focus is on deepening its country- and district-level government

relations to better enable it to understand and influence community health strategies.

Over the past year, Living Goods has hired new advocacy staff, including a Director of Advocacy based out of Washington, D.C. with six other personnel in Uganda and Kenya who support its government relations efforts in-country.

Increased focus on nutrition-related services

Living Goods' primary aim is to leverage its community health platform to reduce low birth weight and stunting. Living Goods provides nutrition counseling and produces and sells micronutrient-enriched foods (including its "healthy start" porridge, vitamin supplements, and other products). Over the past year, Living Goods has tested an additional focus on the uptake of malaria prophylaxis among pregnant women and increased consumption of animal-source foods for pregnant women through nutrition education by CHWs.

Technical assistance projects including Myanmar and Zambia

In addition to directly managing a network of CHWs, Living Goods provides technical support to governments and other organizations aiming to help strengthen community health efforts nationally and globally. It is currently further developing its technical assistance approach.

Support for CARE in Zambia

In early 2018, Living Goods phased out its support in Zambia with CARE's Live Well program. As is the goal with its technical assistance approach, CARE will now take on full management of operations. Living Goods supported Live Well to put in place a program that includes 250 CHWs, covering over 25,000 people in both deep rural and peri-urban areas.

Support for PSI in Myanmar

Living Goods has been providing ongoing support for PSI's "Win-Win" project in Myanmar. Living Goods has supported Win-Win to double its CHW network, adding 122 new agents for a total of over 200 active agents reaching an estimated 30,000 people. Living Goods has worked with Win-Win to increase health impact by shifting the basket of products that its agents offer away from consumer goods and toward key health commodities such as pregnancy tests and supplements, children's paracetamol, multivitamins, and nutritional soup. In the fourth quarter of 2017, 68% of CHW sales were health commodities, more than doubling from 31% in the fourth quarter of 2016.

Living Goods Innovation Network

Through its Innovation Network, Living Goods conducts experiments that test the impact of new services and initiatives that have the potential to significantly advance community health. Living Goods is conducting a second randomized controlled trial (RCT).

Living Goods holds monthly meetings to discuss progress on projects within its Innovation Network.

Family planning pilot

Living Goods has been piloting a family planning initiative that includes specific training for CHWs as well as distribution of modern contraceptives, including the self-injectable contraceptive Sayana Press. The pilot is occurring in two Ugandan communities, one urban and one rural, in order for Living Goods to compare impact across different populations. The pilot is expected to conclude in mid-2018.

Preliminary results suggest that the pilot caused 52% of women who had previously never tried any modern method of family planning to begin using a modern method and 65% of women who did have previous experience with modern methods of family planning but who had lapsed as users to recommence use.

Distribution of HIV self-testing product

With support from the Bill & Melinda Gates Foundation, and as part of its Innovation Network, Living Goods plans to develop a closed loop for HIV self-testing. CHWs in Kenya currently provide counseling on healthy living for people with HIV, identify and refer at-risk pregnancies and newborns, provide counseling on HIV prevention, and distribute condoms. Living Goods plans to design, build out, and test workflows that will also facilitate HIV self-testing, referrals, notifications, and ongoing care at the community level.

Expanding services to include immunization

Living Goods has recently rolled out a suite of activities that allow CHWs to address the lack of parental knowledge of immunization requirements and schedules, the lack of referral to facilities where immunizations can be performed, and the lack of follow-up reminders to ensure that referrals are acted upon. CHWs conduct community events to increase awareness of the need for immunization and visit households through the first year of a child's life on key immunization dates (6 weeks, 3 months, 9 months, and 12 months) in addition to visits for other reasons. CHWs educate parents regarding immunization, check whether the child's immunizations are up to date, refer children to an appropriate facility for any missed or upcoming vaccinations, and follow up in person and through SMS to remind parents of the schedule and ensure that the vaccinations actually occurred.

First RCT

The results of the first RCT of Living Goods' CHP program, conducted from 2011 to 2013, have been accepted for publication in *American Economic Journal: Applied Economics*. The paper will be published in October 2018.

Second RCT

Midline results from the second RCT of Living Goods' core work in Uganda are being formalized and the report will become available at the end of September 2018.

Updated monitoring processes

Over the past two years, Living Goods has incorporated new components into its program monitoring and performance management process:

- **Supervisor app** – In 2018, Living Goods rolled out a supervisor app to enhance supportive supervision and performance management. It allows supervisors to view CHW reports in real time and helps to keep track of supervisors' field supervisions. It records field visits and community events and supports the review of stock on hand and performance of its CHWs. This ensures that Living Goods knows how best to help each CHW by identifying poor performance and challenges with synchronizing data, and enables supervisors to better monitor the impact and effectiveness of CHWs.
- **Improvements to data dashboard** – Living Goods has improved the effectiveness of its data dashboard for monitoring program performance. For example, the dashboard now clearly demonstrates metrics such as CHW inactivity periods.
- **GPS** – Living Goods has incorporated GPS functionality into its digital app, and is now working on leveraging this data to track CHW work patterns and use it to optimize coverage, ensuring that households are being visited regularly and that there are no gaps in coverage.

Room for more funding

Funding sources

Funds from The Audacious Project

The Audacious Project is a philanthropic initiative that provides multiyear support to innovative non-profit organizations by pooling funding from a variety of sources. It is providing Living Goods and Last Mile Health with a matching grant totaling \$50 million, \$35 million of which will be allocated towards Living Goods, for the deployment of 34,000 CHWs across six countries from 2018-2021. Of the six countries, two will be new countries for Living Goods. It has conducted field visits in South Africa, Ethiopia, Tanzania, Sierra Leone, and Rwanda, and Sierra Leone appears to be the strongest candidate for expansion next due to its existing framework for community health and the potential for implementation of mobile health tools. As it begins expanding, efforts will be facilitated largely through assisted networks.

Living Goods must secure \$35 million in new funding, either from new donors or through increased contributions from existing donors, in order to receive the \$35 million matching grant from The Audacious Project. To date, Living Goods has raised \$8.5 million in eligible funding and expects to have raised at least \$10 million in eligible funding by the end of 2018. Matching funds from The Audacious Project are provided when new funding is committed, not disbursed.

Funds received from The Audacious Project are unrestricted, although dollars that Living Goods raises to unlock the matching funds may be restricted.

Living Goods' total net funding need over the four-year period is \$112 million.

Core funders

Living Goods' core funders include the Bill & Melinda Gates Foundation, other large family foundations, corporate and institutional foundations, and government agencies such as USAID.

Budget

Living Goods raised approximately \$15 million in 2017. Projections for its budget from 2018-2021 are as follows:

- **\$20 million for 2018** – Living Goods has 100% of its 2018 funding goal committed.
- **\$28 million for 2019** – Living Goods has 60% of its 2019 funding goal committed. 2019 fundraising efforts have been increased now that the 2018 funding goal has been fulfilled.
- **\$31 million for 2020**
- **\$33 million for 2021**

Living Goods has a six-month funding reserve.

Use of additional funding

Living Goods is rapidly increasing its staff in order to effectively scale to achieve its 2018-2021 strategic plan. In order to achieve its strategic plan and beyond, additional funding would support:

- Scaling rapidly and aiming for national coverage. Living Goods will aim to scale its reach four-fold to 25 million people, reach national-scale coverage in at least one country of operation, and expand to two new countries.
- Broadening and deepening impact. Living Goods plans to experiment with expanding the types of services it provides and strengthening its implementation of those services. This will include developing more comprehensive family planning.
- Multiplying impact through partners and policy by catalyzing others, including government, to implement high-impact community health models and by advocating to shape community health policy nationally and globally.

Living Goods' exact allocation for additional funding would depend on what, if any, restrictions the donor may request.

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