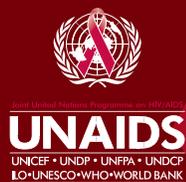

HIV/AIDS and Business in Africa and Asia



A Guide to Partnerships



The Center for Business and Government

(<http://www.ksg.harvard.edu/cbg/>) at Harvard University's John F. Kennedy School of Government helps to develop solutions to some of society's most challenging problems at the interface of business and government. It is a catalyst, convener, and innovator at the critical intersection where private enterprise meets governance. In the United States and around the world, CBG promotes economic growth while helping public officials promulgate fair, thoughtful and efficient policies. Bringing together thought leaders from both the public and private sectors, and drawing on the unparalleled intellectual resources of the Kennedy School and Harvard University, it examines the issues, creates a dialogue, and seeks answers.

The Social Enterprise Initiative

(<http://www.hbs.edu/dept/socialenterprise/>) at Harvard Business School generates and shares knowledge that helps individuals and organizations create social value in the nonprofit, private, and public sectors. Social Enterprise plays a critical role in supporting the School's mission to educate leaders who make a difference in the world by integrating social enterprise-related research, teaching, and activities into the daily life of HBS.

Social Enterprise's strategic objectives range from building the world's best faculty dedicated to social enterprise research and teaching to providing learning experiences that not only increase the effectiveness of social sector executives, but also tap into the potential for social value creation among HBS's community of students and alumni.

The World Economic Forum

(www.weforum.org) is an independent international organization committed to improving the state of the world. The Forum provides a collaborative framework for the world's leaders to address global issues, engaging particularly its corporate members in global citizenship. Incorporated as a foundation, and based in Geneva, Switzerland, the World Economic Forum is impartial and not-for-profit; it is tied to no political, partisan or national interests. The Forum has NGO consultative status with the Economic and Social Council of the United Nations.

The World Economic Forum's Global Health Initiative, GHI, (www.weforum.org/globalhealth) aims to increase the quantity and quality of business engagement in fighting HIV/AIDS, tuberculosis (TB) and malaria. To achieve this goal, the GHI partners with the Forum's 1,000 member companies, the World Health Organization, the Joint United Nations Programme on HIV/AIDS (UNAIDS), the Global Partnership to Stop TB, Roll Back Malaria and the Global Fund to Fight AIDS, TB and Malaria.

The Joint United Nations Programme on HIV/AIDS, UNAIDS

(<http://www.unaids.org/en/default.asp>) is the main advocate for global action on the epidemic. It leads, strengthens and supports an expanded response aimed at preventing transmission of HIV, providing care and support, reducing the vulnerability of individuals and communities to HIV/AIDS, and alleviating the impact of the epidemic.

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Acknowledgements

The Center for Business and Government, the Harvard School of Public Health, and the Harvard Business School, along with Co-Sponsors UNAIDS and the World Economic Forum, held four workshops between February and November 2003. These workshops were designed to examine the role of business in addressing HIV/AIDS in heavily affected countries. The workshops were held at Harvard University and at World Economic Forum regional summits in Durban, South Africa, and Beijing, China. During the course of these sessions, participants discussed the main trends and dynamics of the epidemic, identified global challenges and dilemmas, and focused on specific issues in South Africa and China.

Participants ranged from multinational corporations with a major presence in Africa and Asia to regional firms and business associations active in HIV/AIDS issues. Key government officials were also invited, as well as representatives from nongovernmental organizations, activist groups, and international donors. For more information on this workshop series (including summary notes, speaker presentations, and required readings), please visit the workshop series website (www.ksg.harvard.edu/cbg/hiv-aids/).

This workshop series was co-hosted by Professor John Ruggie, of the Center for Business and Government at Harvard's Kennedy School of Government, and Professor Diana Barrett, of the Initiative on Social Enterprise at the Harvard Business School. Professor Barrett developed these guidelines over the course of the four workshops with substantial guidance and feedback from participants through informal conversations and structured interviews. These guidelines were launched at the World Economic Forum's 2004 Annual Meeting in Davos, Switzerland.

Professor Barrett and Professor Ruggie would like to thank a number of individuals who were involved with the development of these guidelines: Michael MacIntyre, Associate Director for Strategy and Program Development at the Center; Research Assistants, Nell Perlmutter, Sheila McCarthy Leddy, and Ellen Stiefvater, who were closely involved in this final draft; and Kathrine Meyers and Jordana Rubel who were very helpful from the onset. They also extend their thanks to Kate Taylor and Peter DeYoung of the World Economic Forum Global Health Initiative for their valuable insights and feedback. They would like to thank the founding supporters of the Corporate Social Responsibility Initiative—The Coca-Cola Company, ChevronTexaco, General Motors and Walter H. Shorenstein—who provided support for the development of this guide and intellectual content to some of the workshops. Finally, they would like to acknowledge the efforts of Daniella Ballou-Aares, Consultant at Bain & Company in New York, who generated the idea for this workshop series and has been an invaluable contributor throughout.

These guidelines could not have been developed without honest input and feedback from experts and practitioners from the field. We are grateful to all our workshop participants and would like to extend a special appreciation for the guidance provided by Serge Eholie from the Cote d'Ivoire's Ministry of Health; Sally Ward and Garth Japhet from Soul City; Liesl Little and Julie Coltham from Old Mutual South Africa and Benna van der Merwe from Old Mutual Foundation (South Africa).

How to Use this Guide

A Framework for Effective Partnerships to Address HIV/AIDS

The purpose of these guidelines is to present a framework to assist businesses as they decide how to confront HIV/AIDS. We will pay particular attention to the initiation and management of cross-sector partnerships because we believe that partnerships offer the most promising approach to combating HIV/AIDS. Our hope is that this framework will be useful to managers in the private sector responsible for initiating, planning for, and implementing HIV/AIDS programs, particularly those considering partnerships. Our goal is to delineate a process by which partnerships can be cultivated and managed over time.

We have drawn on the experiences of a variety of businesses that have chosen to engage in partnerships to address HIV/AIDS to illustrate the steps of these guidelines, and have given particular attention to two partnerships: Compagnie Ivoirienne d'Electricite (CIE) and the Ministry of Health (MOH) in the government of Cote d'Ivoire; and Old Mutual South Africa and Soul City. These partnerships were selected because they offer the opportunity to examine the unique challenges of inter-sectoral partnering on the issue of HIV/AIDS.

We have included additional appendices to direct businesses to resources available to them as they work through the steps described in these guidelines.*

Appendix A offers an abridged, annotated bibliography of papers, articles, and presentations on the economic impacts of HIV/AIDS at the business and macro levels. These resources can serve as a supplement to the activities described in Step 1 of the guidelines.

Appendix B is designed to guide practitioners through tools available to them as they work through the steps described in the guidelines.

Appendix C lists useful websites with summaries of their contents.

* We do not intend to endorse any of the tools included. Rather, we intend to provide an overview of some of the existing tools and resources currently available.

Introduction

HIV/AIDS and Business: A Guide to Partnerships

Global Perspective

Between 34 and 46 million people worldwide are now living with AIDS, with approximately 4.2 to 5.8 million new infections in 2003. While Sub-Saharan Africa is home to roughly two-thirds of these infections, the epidemic is growing quickly in other parts of the world, including three of the world's largest countries: Russia, China and India.¹ Public health experts, economists, and demographers agree that this is a problem of massive proportions, likely to have a disastrous impact on human lives, as well as on fragile economies. According to UNAIDS, the virus will have killed 3 million people in 2003. For all of these reasons, businesses should have a natural interest in HIV/AIDS since the disease will have wide-ranging effects on their workforces, and more broadly, on their customers and the long-term demand for their goods and services, particularly in the face of globalization efforts. A recent World Economic Forum survey of nearly 8000 businesses covering 103 countries provides evidence for this intuition. The survey demonstrated 47% of firms felt that HIV/AIDS is having or will have some impact on their business.² Clearly, businesses operating in places like South Africa with an adult prevalence rate of 20.1% — the highest in the world—cannot ignore HIV/AIDS.

Business Perspective

Yet, businesses don't know how best to respond to a problem of such global proportions. There are a number of questions that need to be considered including:

- Should the company act?
- What possible roles might it play?
- How might the company most effectively approach the problem?
- Should it act alone or in partnership?
- How does a company begin to analyze the risks, resources and management skills needed to manage such partnerships over time?

In fact, there are a number of issues that inhibit business's involvement with HIV/AIDS. Many businesses are concerned about legal issues. For example, at one company in South Africa a manager paid for treatment of an employee and the family later sued when the employee died. Moreover, large corporations often have subsidiaries in many different geographic areas with different local conditions and needs making it difficult to assess how to decentralize initiatives while at the same time retaining sufficient control. Given the long latency period from infection to symptoms, it is often difficult for a company to see the impact of HIV/AIDS until it is too late. Finally, there are tremendous uncertainties around the duration and magnitude of the financial implications of HIV/AIDS treatment initiatives. Companies want to see well-defined controllable issues with proven answers, strategies, and an exit strategy. Unfortunately, these are still evolving for HIV/AIDS.

¹ Eberstadt, N.: The Future of AIDS. Foreign Affairs, November/December 2002.

² Boom, D., Bloom, L. R., Steven, D., Weston, M. "Business and HIV/AIDS: Who Me?" World Economic Forum, 2004.

Unique Challenges of HIV/AIDS

There are a number of factors that make HIV/AIDS particularly challenging for businesses to address:

- **Stigma** This issue exists at both the company and individual level. At the company level, a company may hesitate to have its name or brands associated with HIV/AIDS. At an employee or individual level, the fear of stigma can prevent individuals from seeking care or getting tested.
- **Urgency of the Problem** HIV/AIDS requires immediate action. Companies do not have the luxury of waiting. Thus partnering with another organization is an attractive way to jumpstart a program or initiative. However, it also requires that the partnership process move more quickly. This can be challenging given that successful partnerships require trust and understanding, which develop over time.
- **Cultural Context** HIV/AIDS is a disease that requires careful attention to behavior and local beliefs and customs. The nature of the epidemic and local attitudes towards potential prevention and treatment responses require companies, especially multinationals, to tailor their responses to match needs and ensure local uptake.
- **Need for Diverse Resources** Given the complexity of the disease and the widespread impact that it has on companies, communities, and local economies, diverse resources and skills are needed. This often requires a multifaceted approach ranging from awareness and prevention to care and treatment to public advocacy.

Despite these challenges, our research suggests that there is a crucial need for business involvement and that partnerships offer an advantageous way to leverage existing resources in the fight against HIV/AIDS.

Business Can Contribute

Businesses possess expertise and skills that, if applied to the HIV/AIDS pandemic, could assist in developing innovative approaches and deploying resources in ways that could greatly assist the fight against HIV/AIDS. McKinsey and Company, in the article “How Businesses can Combat Global Disease”, highlighted some of the resources that businesses possess including: intellectual property, marketing expertise, public relations skills, distribution channels, expertise in pharmaceutical development, and project management skills.² Businesses have experience in product launches, supply chain management and manufacturing. They have the ability to access and understand important subsets of the population, their employees, major business partners, and customers. In short, many are well positioned to make important contributions in the fight against HIV/AIDS.

² Gupta, R and Taliento, L. “How Businesses can combat global disease.” *The McKinsey Quarterly*, 2003 Number 4.

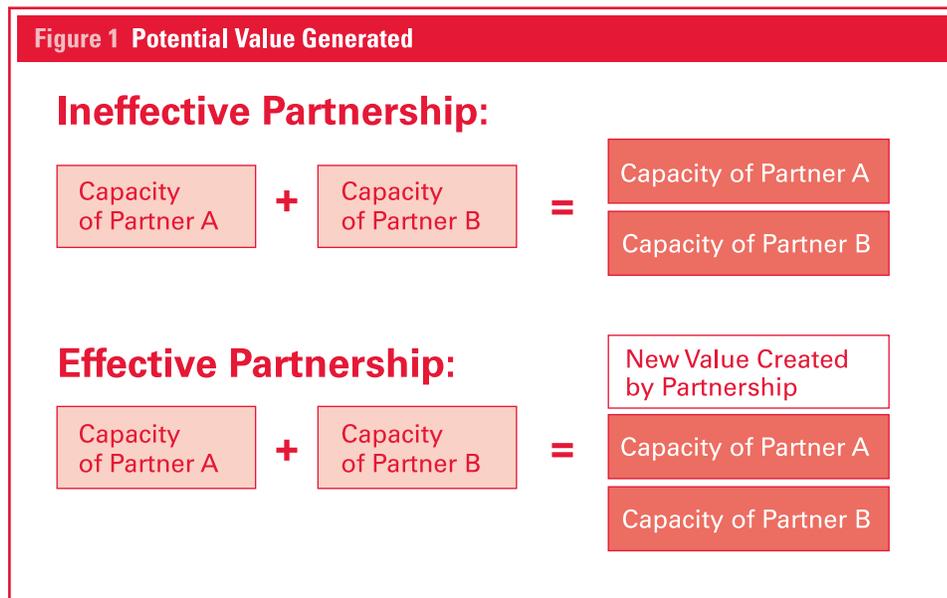
HIV/AIDS Partnerships

Despite these significant skills, businesses frequently find it difficult to act independently and instead search for collaborative opportunities. By collaborating with other organizations businesses can deal with the challenges that HIV/AIDS present more effectively and efficiently. Nongovernmental organizations (NGOs) have resources that are key in the fight against AIDS. They have complementary networks, and are trusted by individuals and communities in ways that businesses are not. They often have a tradition within the community of aggressively dealing with crisis and they frequently have the leadership in place that can marshal the necessary resources. Government, too, brings crucial resources in the form of infrastructure, policy, regulations, human capacity, and the political will to act. To take advantage of these resources, many

businesses have chosen to partner with other businesses, NGOs, or governments to enhance their ability to address HIV/AIDS.

Overall, partnering provides an opportunity for businesses to leverage the diverse resources of another organization and generate value above and beyond what the individual organizations could generate on their own.

Yet the same characteristics that make HIV/AIDS a natural issue on which to partner, add complexity and special challenges to the partnering process. We believe it is crucial that companies think carefully about their own approach to HIV/AIDS before they enter into a partnership, and be attentive to the unique aspects of HIV/AIDS in managing partnerships over time.



(Source: Joint Center for Housing Studies of Harvard University.³)

³ Stiefvater, E. "Entrepreneurial Community Development: Exploring Social Enterprises and Strategic Alliances for Community Development Entities" Nov. 2001.

Case Example MOH/CIE: Background and Context

The UNAIDS/MOH Drug Access Initiative (DAI)

In August of 1998, in partnership with the government of the Cote d'Ivoire, UNAIDS launched the "UNAIDS/Ministry of Health (MOH) Drug Access Initiative (DAI). This initiative, also piloted in Uganda, Chile, and Vietnam, was designed in response to the inequitable access to systems for the acquisition and provision of safe and affordable treatment in resource-limited settings. As part of this initiative, UNAIDS negotiated reduced costs for most AIDS-related therapies through discussion with pharmaceutical companies.

Despite these reductions, the cost of the medications remained too high for most of the population. In response, the initiative evolved to include subsidies (ranging from 50%-95%) for individuals who met certain socio-economic conditions. The subsidies were supported by a "Solidarity Fund", established by the Ivorian Government with USD 1 million, with the vision that these funds would be replenished with donations from donors, corporations, and special taxes.³

Compagnie Ivoirienne d'Electricite (CIE)

In 1990, the government of the Cote d'Ivoire privatized the management of the state's electric utility, Compagnie Electricite Ivoirienne (CIE). As the country's sole provider of electricity, CIE operates out of central offices in Abidjan and 12 regional offices in the Cote d'Ivoire. The company

employs 3,500 skilled employees with between one and five years of training. CIE provides health coverage and care for employees and their relatives through private health clinics and infirmaries staffed by CIE-employed clinical staff.

Overview of the Partnership

As the AIDS epidemic has become a more widely recognized issue in the country, the company has responded. In 1992, in consultation with the Ministry of Health, CIE developed an in-house committee on HIV/AIDS. Leadership from the top levels of the company demonstrated their commitment with membership in the committee including the CEO as honorary chairman. Additionally, the committee was comprised of a medico-socio team (including doctors, nurses, and social workers), union representatives, and was chaired by the Central Human Resources Manager. The committee has overseen the development of workplace policies and programs including awareness and prevention. CIE has become well known as a leader for industry on this topic, with progressive strategies that include the distribution of condoms in employee paychecks. In addition to efforts aimed at employees, CIE has targeted the broader community. These efforts were established and took hold before any ARVs or HIV medications were made available in the Cote d'Ivoire. Despite CIE's impressive efforts, HIV was the leading cause of death for employees between 1995–1999.⁴

Details describing this partnership will follow as illustrative examples throughout the steps of these guidelines.

³ Djomand, G, et al (2000) "HIV/AIDS Drug Access Initiative Preliminary Report, Projet Retro-CI" May 2000.

⁴ Eholié S, et al. "Antiretroviral Treatment can be cost saving for industry and lifesaving for workers: A case study from Cote d'Ivoire's private sector." In *Economics of AIDS and Access to HIV/AIDS Care in Developing countries: Issues and Challenges* Collections Sciences Sociales et SIDA. ANRS 2003 pp329–346

Case Example SC/OM: Background and Context

Soul City Institute for Health and Development Communications (SCI)

Soul City Institute's core business is health promotion and education through various media. Their primetime TV and radio series, called Soul City (for families) and SoulBuddyz for children have wide name recognition. They are based on drama and use the show's characters to carry messages about health and development issues, including HIV/AIDS. The focus of the teaching is on empowerment of individuals, rather than simple solutions to complex problems. Their printed training materials support the TV/radio series, using the same characters to deliver the educational messages in illustrated comics, workbooks, posters and facilitator's guides.

- Some 22 million South Africans have been reached by Soul City since 1992.
- Soul City's multi-media strategy includes over 14 million print publications in eleven languages on different health and development issues, including HIV/AIDS. It is also one of the country's most popular TV and radio dramas.
- Both teachers and parents have praised Soul Buddyz for giving them a reference point from which they can broach awkward topics such as HIV/AIDS and youth sexuality.

Old Mutual (OM)

Old Mutual holds one third of the life insurance market share and has 13,000 employees in South Africa. They recently expanded their range of services to include banking.

OM's AIDS-related activities include education in the workplace and in the community, consumer education related to insurance and financial decision-making, treatment and care for People Living with HIV/AIDS (PLWHA), and support for orphans. They focus not only in the workplace, but also on the South African public. They strive to support and provide leadership to the business community's response.

Overview of the Partnership

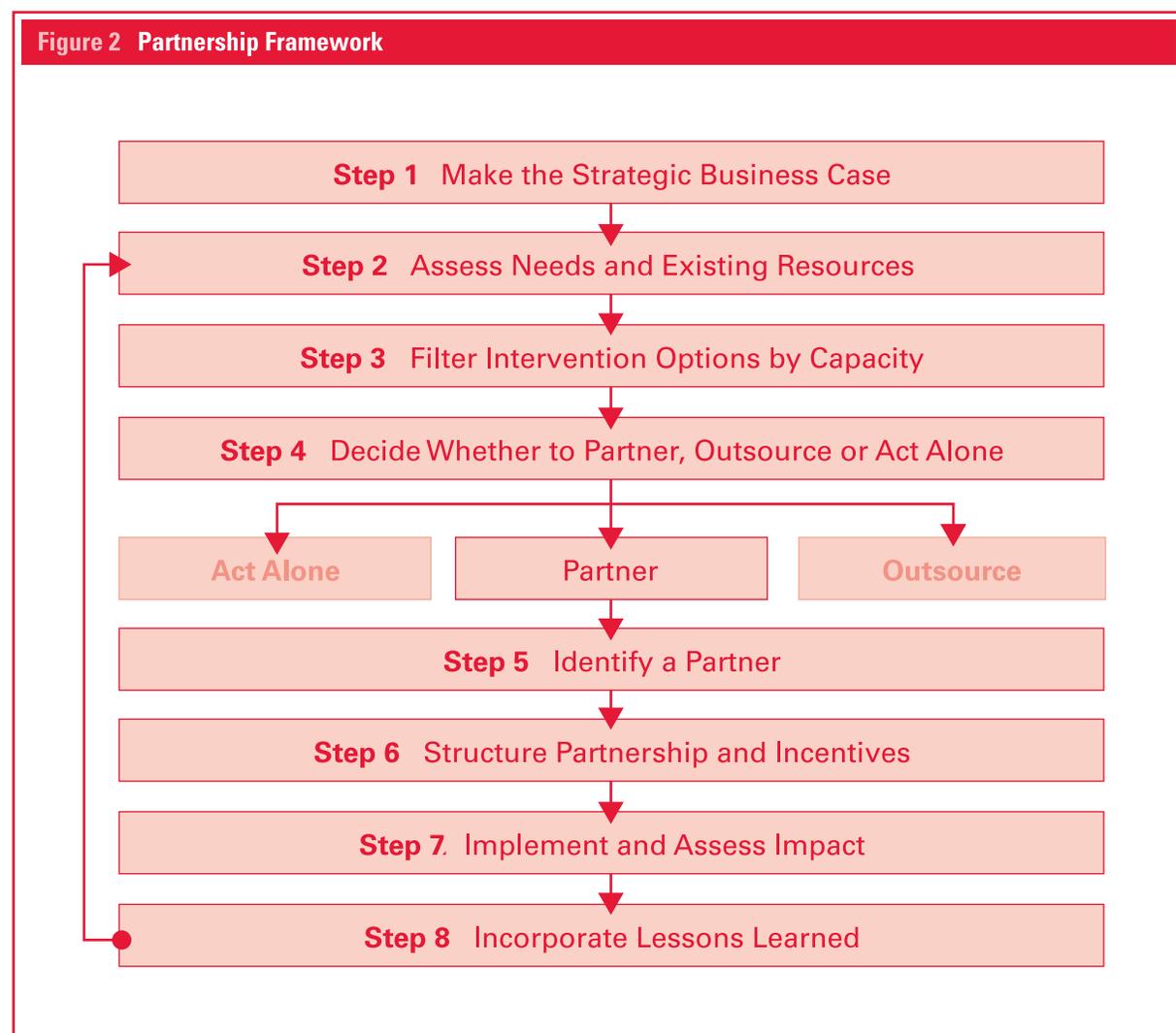
Old Mutual first became a sponsor of Soul City Institute in 1995. This initial sponsorship and cause-marketing relationship ended in 1999. In 2002, Old Mutual began to think more strategically about their corporate social responsibility activities, and renewed their relationship with Soul City Institute. The idea to collaborate in a more complex partnership stemmed from Old Mutual's desire to add an HIV/AIDS component to their Rural Economic Development Initiative (REDI). The Old Mutual Foundation approached Soul City Institute to train five members from each REDI community on the use of the Soul City Institute's materials (5 day training) in order for them to become trainers in their own communities. The project aims to provide education and training by trained members of the community and actively deal with health and development issues. This became the SC/OM Community Mobilization program.

The current partnership between Old Mutual and soul City was initiated in 2002, finished its first phase in 2003, and is now entering a second (renegotiated) 2004–2005 phase. The relationship has two components: Soul City Institute's management and marketing staff work with Old Mutual South Africa's Marketing Team on their sponsorship relationships, which consists of a financial commitment from Old Mutual and a multitude of advertising and positive branding opportunities for Old Mutual through the Soul City and Soul Buddyz programs. Second, Soul City Institute's Education, Training, and Development Unit works with the Old Mutual Foundation on the Community Mobilization program, which provides HIV/AIDS training to Old Mutual's target REDI communities, and is expanding to provide training to labor unions, and to add a financial education component to the training.

Details describing this partnership will follow as illustrative examples throughout the steps of these guidelines.

Overview of the Framework

HIV/AIDS is a difficult issue to address whether a company decides to act alone or in partnership with other organizations. Developing a strategy requires careful analysis and attention to a range of issues. Our framework shows the various steps to devising a successful and sustainable approach to address HIV/AIDS.



Each of these steps is essential to the long-term success of HIV/AIDS partnerships. Before describing each of the individual steps in the framework, it is important to address three key issues.

- The framework is for companies who have decided to act and can serve as a guide as they navigate the tricky terrain of using partnerships in their response to HIV/AIDS.
- The framework is not necessarily sequential. Businesses may find themselves entering the process at various points. Nevertheless, it is important that each step be addressed and understood. Companies may find value in revisiting previous steps during a regular review process, after significant changes in the local context and environment, or as a troubleshooting guide after experiencing poor results.
- While this framework has been developed from a business perspective, it should also be useful to governmental and nongovernmental organizations that work with businesses.

Step 1 Making the Strategic Business Case

While a company may have decided to take action to address HIV/AIDS, it is important that the strategic business case is defined explicitly and buy-in obtained from senior leaders within the company. To accomplish this, three things need to be addressed: (1) definition of the problem in relation to the company's core business, (2) underlying motivations, and (3) need for resources.

Defining the Problem

HIV/AIDS is a disease that affects many different segments of the population. For example, a business can think in terms of its employees, families of employees, communities in which it operates or employees live, key business partners, customers, or more broadly it can consider a regional, national or global community. There are a number of tools available to assist businesses in surveying the impact of HIV/AIDS in a given population. Understanding the size of these populations and how HIV/AIDS affects them is critical to determining the scope of the problem and how it relates to a company's core business.

Examples of this type of situation analysis include studies of existing and projected HIV prevalence and incidence. Additionally, a company must examine the prevailing drivers of the epidemic within a given population. These are commonly assessed using a Knowledge, Attitudes, and Practices (KAP) assessment. Specific examples of situation analyses, such as those carried out by DaimlerChrysler South Africa, are available on the World Economic Forum's Global Health Initiative's website.

Assessing the Business-Specific Impact

The complexity of assessing the impact on a company's business stems from a need to go beyond the quantitative approach of calculating the costs associated with increased health expenses, death and disability, lower productivity, absenteeism, and employee turnover to account for the costs of the psychosocial impact of the epidemic such as lower

employee morale. Moreover, a company's brands and reputation may also be affected if the consumers believe that it has not dealt appropriately with HIV/AIDS.

Clearly, the costs will vary depending on the maturity of the epidemic in a business's operating environment. Despite these complexities, a number of tools have been developed to assist businesses in assessing the impact of HIV/AIDS. Each of these provides a framework for thinking about and classifying the various costs to a business. Even companies that invest significant energy and resources in understanding their specific business impact find the costs difficult to measure and estimate, as experienced by AngloGold in South Africa.⁵ Similarly, the revenue impacts of both positive and negative public responses to action and inaction are difficult to predict or measure.

Assessing the Impact on the Business Environment

Beyond the costs of HIV/AIDS associated with a business's workforce, businesses must also be concerned with the impact of HIV/AIDS related to their operating environments. HIV/AIDS causes tremendous problems in emerging markets by affecting core infrastructure and the demand for goods and services that are critical to a business's ability to maintain operations.

A number of macroeconomic models have been developed to illustrate the ways in which HIV/AIDS affects or is projected to affect the local, national, and global environment. It is important that businesses consider how the projected impacts will affect their operations over the long term. While a company may be fortunate enough to have a workforce with a relatively low HIV/AIDS prevalence rate, it should not ignore the possibility that its business operations will be affected in the long term due to the effect of the disease on local, regional and or national markets. This is especially true for companies with leading country-level market shares, such as AIA in Thailand, as its success is directly related to that of the country.⁶

⁵ World Economic Forum Global Health Initiative AngloGold South Africa Case Study

⁶ World Economic Forum Global Health Initiative AIG-AIA Thailand Case Study

While it is obvious that HIV/AIDS is a tremendous problem for many societies, it is important that a company understand why the disease represents a corporate issue as well as a humanitarian one and why it should own the problem. Importantly, a company need not undertake all of the analysis on its own, it can often build on or reference work that has been done by government agencies, NGOs, and other businesses.⁷

Defining Underlying Motivations

By defining the underlying motivations to act, a company creates a foundation on which to build its HIV/AIDS program. It ensures that senior management understands why it should act. If this is left implicit rather than explicit, challenges and obstacles are more likely to derail the process. A company's motivations can be classified as either utilitarian or altruistic. Utilitarian motivations include such things as a desire to reduce the direct and indirect costs to the company by increasing productivity, decreasing

overall health costs, promoting public relations and brand image, or building public sector capacity. Altruistic motivations center around the notion that "It is the right thing to do." This can be thought of as a sense of moral obligation that is not connected to business concerns. Typically, when a mix of altruistic and utilitarian motivation, or "blended motivation", exists for the players involved, the initiative's chance of long-term sustainability is increased.⁸

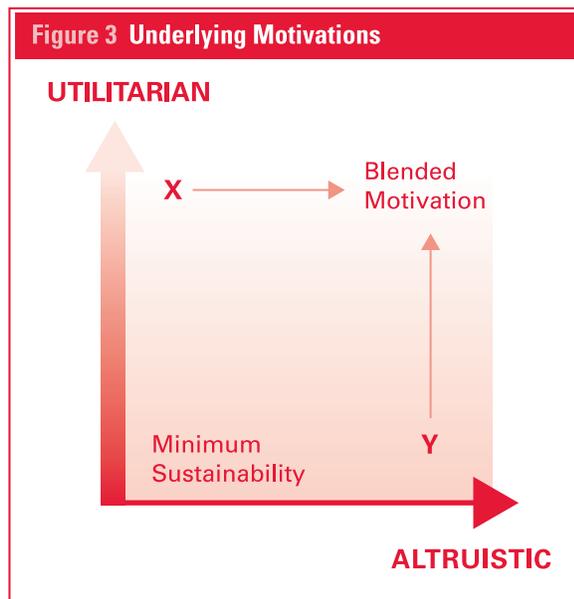
Case Example SC/OM: Blended Motivation

Both Old Mutual (OM) and Soul City Institute (SCI) have demonstrated a strong commitment to the public health of South Africans predicated on the moral imperative that acting in the face of this epidemic was the "right thing to do". However, partnerships require the combination of this altruistic motivation with utilitarian motives.

SCI is in a position to benefit strategically from a partnership with Old Mutual. Through this partnership SCI gains access to the OM network through their branch offices and customer base. In addition, the financial resources, marketing savvy, and community contacts that OM brings to the partnership are very valuable. The REDI program has helped SCI reach these underserved communities with their training; communities that OM had built contacts and trust in, and that SCI otherwise would not have reached at this time.

SCI and OM have found many ways in which their missions are complementary. OM has a vested interest in a healthy population because they sell life insurance, among other products; SCI's education activities support public health. From a sponsorship perspective, SCI benefits from OM because of their strong brand, while it benefits OM to be associated with SCI, since it reinforces their brand as that of a good, local, corporate citizen.

The primary motivation for OM Foundation's REDI program to address HIV/AIDS was that communities told them more HIV/AIDS education was needed. The reason they asked SCI to handle this aspect of the program was because of the high quality of its programs and its credibility. OM Foundation values the expertise, quality training, and training materials SCI brings to the Community Mobilization Program. In addition, SC's strong connections with government, have helped OM Foundation develop its efforts to support AIDS orphans.



Source: Social Enterprise Network, 2003

⁷ See the World Economic Forum Global Health Initiative case study library (www.weforum.org/globalhealth/cases) as well as the GBC 'Managing HIV in the workplace' (www.businessfightsaids.org) for nearly 100 examples.

⁸ Social Enterprise Knowledge Network, 2003.

Need for Internal Commitment

Part of making the strategic case for taking action on HIV/AIDS includes obtaining a commitment for resources from senior management. Deciding on the specific actions requires careful analysis, which requires time, money, and people. If the business case has been made, senior leaders within the company should be ready to commit real resources, including top management attention, to analyze the problem and plan for action.

Making the strategic business case establishes the reasons for taking action and will be useful in analyzing opportunities for action. It can also serve to reinforce the company's resolve to act, as it confronts the inevitable challenges of acting on this complex, and at times controversial, issue.

Case Example MOH/CIE: Internal Commitment

The Cote d'Ivoire Ministry of Health recognized the importance of this blended motivation. When speaking with the leadership at CIE, the staff recognized that CIE was concerned not only about its financial bottom line, but also the well-being of its employees. Indeed, the management philosophy at CIE is deeply rooted in the cultural characteristics and values of African people. The CEO, Marcel Zadi Kessy, explains that the traditions of solidarity and interpersonal trust, among others, are the foundations of effective management in his company.⁹

Key Questions for Step 1

Make the Strategic Business Case

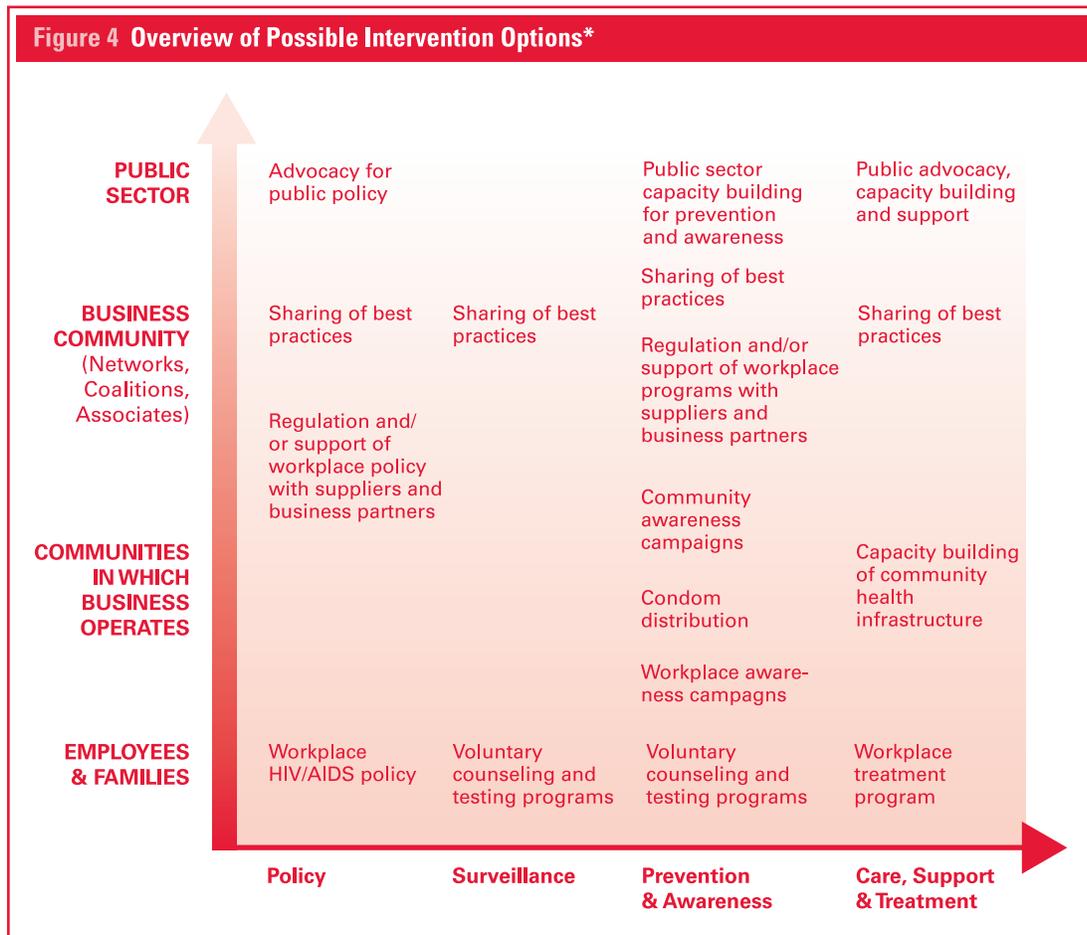
- Does the corporation understand how HIV/AIDS specifically affects it now and how it might in the future?
- Is there a clear understanding of the populations affected by HIV/AIDS, including size, characteristics, prevalence rates, etc.?
- Is there a clear understanding of what is motivating the company to act?
- Has top management committed to analyzing the problem and supporting possible courses of action?

Tools and Resources for Step 1 are available in Appendix B

⁹ Zadi Kassy, M. (1998) Culture Africaine et Gestion de L'Entreprise Moderne.

Step 2 Assess Needs and Existing Resources

Once a company has decided that contributing in some way to the fight against HIV/AIDS is in its strategic interest, it must determine what needs exist and where resources are currently being deployed. To do so, a company can perform an assessment of the external environment, which seeks to define: (1) the range of intervention options for the various population segments, (2) what programs and services are in place, and (3) where additional resources are needed. This assessment is particularly important given the importance of a full continuum of services in the fight against HIV/AIDS.



* This is not intended to represent a comprehensive list of possible interventions, only a selection of examples.

Intervention Options and Target Populations

When considering the range of intervention options available to it, a company must consider the type of program as well as the target populations and their corresponding needs. One can think about the following broad categories related to HIV/AIDS: policy, prevention and awareness, voluntary counseling and testing, and care, support and treatment.¹⁰ Within each of these categories there are a range of programs that can be implemented. Some examples are shown in Figure 4.

For example, the International Finance Corporation in its Good Practice Note “HIV/AIDS in the Workplace”, has described specific programs targeted at a business’s workforce such as HIV/AIDS workplace policy, condom distribution, voluntary testing, and counseling among others.¹¹ Some example target populations include employees, spouses, families, high-risk groups in the community, customers, and

key business partners. Education and awareness, and care and treatment, might be appropriate for employees and their families, while public advocacy programs may make sense if the focus is on a broader regional, national or global community. Increasingly, as the broader impacts of HIV/AIDS become known, there has been a call for business to play a role in building public sector capacity. As the epidemic erodes the often-limited existing capacities in areas hardest hit by this epidemic, it further compounds the impact of HIV/AIDS on economic growth and the business’ operating environment. Business is positioned to help improve efficiency within the public sector, namely by enhancing such skills as personnel management, administrative techniques, auditing, inventory control, and data generation and analysis.¹² At this stage in the process it is important to understand the range of options available. Narrowing down those options and selecting a focus comes later.

Case Example SC/OM: Assessing Needs and Resources: Intervention Options and Target Populations

Old Mutual’s AIDS-related activities complements their vested interest in the overall public health of South Africa. Activities include education in the workplace and in the community, consumer education related to insurance and financial decision-making, treatment and care for PLWHA, support for orphans. Thus, the focus of their intervention activities extends outside the workplace. They also support and provide leadership to the wider business community’s response as an active member of SABCOHA (the South African Business Coalition on HIV/AIDS). These activities may not be appropriate for other companies, but serve as an example of the types of collaborative activities that complement the OM mission statement on HIV/AIDS:

We aim to invest in and drive significant, multi-faceted and sustainable HIV/AIDS programmes that have a positive impact on the lives of people throughout South Africa who are in any way impacted by HIV/AIDS... And we make it our task to encourage and facilitate debate around key legal and socio-political issues amongst stakeholders, thereby influencing the HIV/AIDS policy in South Africa.

Source: Old Mutual Mission Statement on HIV/AIDS

¹⁰ See GBC/IBLF, Employees & HIV/AIDS — Principles for Action, November 2001

¹¹ IFC, “HIV/AIDS in the Workplace” *Good Practice Note*, No. 2, December 2002

¹² McPherson, M. “Human Capital, Education and Economic Growth: The Impacts of HIV/AIDS” 2003

Existing Resources

A key part of assessing the external environment is to understand the existing resources at work in the community. HIV/AIDS is an issue that touches many aspects of society and thus has prompted action by governments, NGOs and businesses. In high prevalence areas, there are likely programs and services that are focused on HIV/AIDS. By understanding what programs and services are in place and which organizations are sponsoring them, businesses can begin to understand how the needs of a given population are currently being met and how other organizations have approached the problem. Businesses can obtain this information from their own employees and staff, labor unions, government health ministries, local and global business coalitions, and NGOs. This exercise also provides an important opportunity to begin to establish relationships with other organizations and key stakeholders around HIV/AIDS. IBM South Africa found formally conducting this review of external players and resources an essential step in building their program design.¹³

Need for Additional Resources

Given the magnitude of HIV/AIDS, the need for additional resources is acute across the spectrum of intervention options. Nevertheless it is important to understand where the needs exist for specific populations and how, if at all, these needs are being addressed by other organizations. This information will allow a company to analyze where the need for resources is most acute. For example, there may be education and awareness programs in place in a particular community that are not effectively reaching a company's employees. Likewise, the availability of anti-retrovirals may be so limited as to have little impact on a company's workforce. There may be instances where a local government or NGO has developed an effective program, such as AMREF in Tanzania,¹⁴ but additional resources are needed to expand the program to other geographies or segments of the population.

Key Questions for Step 2

Assess Needs and Existing Resources

- Have the possible interventions for each population been outlined?
- Is there an understanding of the landscape — what other organizations are doing with respect to HIV/AIDS?
- Is there a gap analysis — an understanding of where additional resources are most needed?

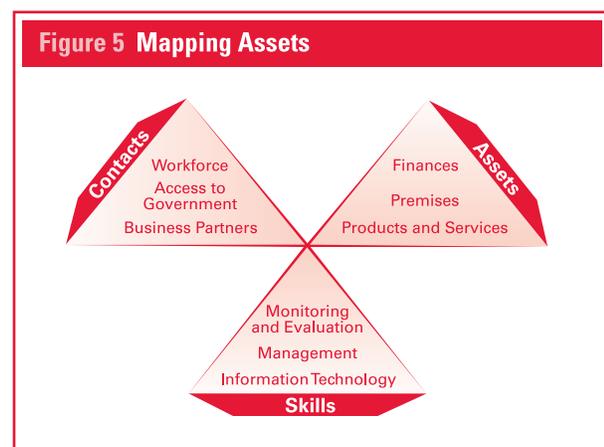
Tools and Resources for Step 2 are available in Appendix B

¹³ World Economic Forum Global Health Initiative IBM South Africa Case Example.

¹⁴ World Economic Forum Global Health Initiative Geita Gold Mine Case Example.

Step 3 Filter Intervention Options by Capacity

With an understanding of the possible HIV/AIDS interventions, the resources at work, and where the need for resources is most acute, a company can begin to consider opportunities for action. In developing this list of opportunities a company can draw on the strategic importance of various intervention options for each target population based on perceived gaps in service. Determining this list also requires an understanding of the resources required and the company's current internal capacity to deliver those resources.



Source: International Business Leaders Forum

Capacity Required

When considering where to focus its HIV/AIDS effort, a business needs to understand the capacity required to address different aspects of the problem. Each option requires a different mix of financial, managerial, and technical resources. For example, focusing on workplace prevention and awareness requires one set of skills and assets, while focusing on treatment requires another. If a business decides to focus its efforts on the broader community, the resources required are often greater. Quite simply, as the scope and scale of an HIV/AIDS initiative expands, so too do the resources required to effectively manage and implement that initiative.

Internal Capacity

In addition to understanding what capacity is required to effectively address the problem defined, a company needs to understand its own internal capacity. It can begin this process by mapping its assets or taking an inventory of what resources it can bring to the problem. The International Business Leaders Forum (IBLF) recommends assessing this on three dimensions as shown in Figure 5.¹⁵ The three dimensions include a company's contacts such as workforce, business partners and access to government, its material assets such as premises, products and services, and financial strength, and its skill base including management capabilities, monitoring and evaluation skills, and IT. Through this mapping process a company lists the possible human, financial, material, and political capital that it would be willing to commit. It needs to determine what unique skills and resources it can offer. This includes taking stock of available leadership and management capacity to act alone or to partner as well as stakeholder buy-in, including shareholders, board members, leadership, families, community, and employees. Involving key stakeholders will also assist in building a broader understanding of the initiative and the company's goals.

Key Questions for Step 3

Filter Intervention Options by Capacity

- Do you understand the capacity required for the various options outlined?
- Has your internal capacity to deliver those resources been assessed?
- Can you make the business case for the option(s) you intend to pursue?

Tools and Resources for Step 3 are available in Appendix B

¹⁵ Daly, K., IBLF/UNAIDS/GBC, "The Business Response to HIV/AIDS: Impact and Lessons Learned" (www.iblf.org)

Step 4 Decide Whether to Partner, Act Alone or Outsource

While partnerships offer great opportunities to leverage the resources and expertise of other organizations, thus allowing a company to accomplish more than it would have been able to accomplish on its own, partnerships require careful consideration. A business needs to evaluate whether the benefits of a partnership outweigh the additional management and leadership resources that will be required to initiate and manage partnerships over time. And, the skills of managing and developing partnerships focused on one area, such as HIV/AIDS, tend to carry over to other corporate needs as well; these are invaluable skills for a corporation to develop and expand. Nevertheless, there are some instances when it makes good sense for a company to outsource or to build in-house capacity rather than engage in a partnership to accomplish its goals. Importantly, a company may also find that it would like to pursue several opportunities but pursue them differently, thus developing a portfolio of activities which includes different partnership strategies as well as outsourcing or acting alone.

Why Partner?

Many companies decide that partnering is the best alternative as it allows them to leverage the expertise and experience of other organizations. There are at least five areas of need that motivate companies to partner in their efforts to fight HIV/AIDS. These include:

- Increasing Scope and Scale
- Mobilizing Resources
- Improving Quality
- Building Credibility with Stakeholders
- Building External Capacity

Each of these areas is important and can be a valid reason for partnering. Partnering to increase scope and scale might allow a company to increase uptake of existing services within the workforce, expand existing services to a larger audience and more generally expand the number and kind of activities

within an HIV/AIDS program. For example, ESKOM, a utility company in South Africa, identified stigma as a barrier to uptake of Voluntary, Counseling and Testing Services (VTC) and decided to partner with The Population Council and local NGOs to address these issues.

Partnering to mobilize resources encourages different organizations to contribute unique skills and assets to the fight against HIV/AIDS. For example, the Kaiser Family Foundation mobilized Viacom and BBC to utilize their communication assets and skills to launch a global awareness campaign.

Another reason to partner is to improve the quality of the services provided to employees and/or to improve outcome measures. For example, to increase the uptake of service, BHP Billiton knew they needed stakeholder buy-in, so they partnered with labor unions, who then chose a third party to implement the prevalence survey. Because labor was involved and because a third party implemented the survey, the uptake was high. In fact, it exceeded expectations because contractors, on site for the day, also participated in the testing.

Similarly, partnering can assist companies in establishing greater legitimacy by increasing capacity or improving relations with external actors. Heineken felt that partnering with an NGO, like PharmAccess, was critical to bolster the capacity of its treatment program.¹⁶ Aurum Health Research partnered with UNAIDS and the London School of Tropical Medicine as a means of bolstering the credibility in both their programs and research data.

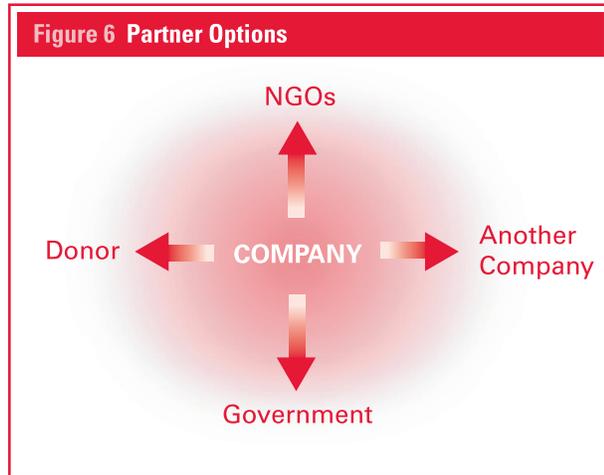
Finally, a company may be motivated to partner to increase the public sector's capacity to respond to HIV/AIDS. ChevronTexaco has a history of partnering with the government of Cabinda Province in Angola to improve health services for the whole province. It has found that it is a more sustainable long-term investment to develop this capacity, first for TB and most recently for HIV/AIDS in the community.¹⁷

¹⁶ Barrett, D., Ballou, D., "Heineken NV: Workplace HIV/AIDS Programs in Africa (A)," Harvard Business School Publishing Case No. 9-303-063. March 2003.

¹⁷ World Economic Forum Global Health Initiative ChevronTexaco TB case study (www.weforum.org/globalhealth/cases) and HIV press release: (www.weforum.org/pdf/Initiatives/GHI_CABGOC_HIV_Press_Release_V02.pdf)

Identifying a Partner

After analyzing its own capacity and deciding to partner, a company must then decide with which organization or organizations to partner. Part of this process requires looking again at the existing capacity within the community and local economy to identify potential partners. There is a range of options including national or local governments, NGOs, donors, or another private sector entity as shown in Figure 6.



See Table 1 for an overview of the sectors with which companies are partnering in Africa.

A company should be able to use the analysis that it has undertaken and relationships it developed in the previous steps to identify organizations that have the skills and expertise it is seeking. It may also be able to utilize existing relationships to identify organizations.

Strategic Assets

Once a potential partner has been identified, its capacity to partner needs to be assessed. This assessment should be quite similar to the company's internal assessment, looking at the potential partner's skill base, material assets, and contacts. A key factor in evaluating an organization's capacity to partner is ensuring that there is a strategic fit. One of the ways to do this is for the company to consider its asset map and then determine whether a potential partner's assets complement its own.

Table 1 The Sectors with which Some Companies Have Partnered in Africa*

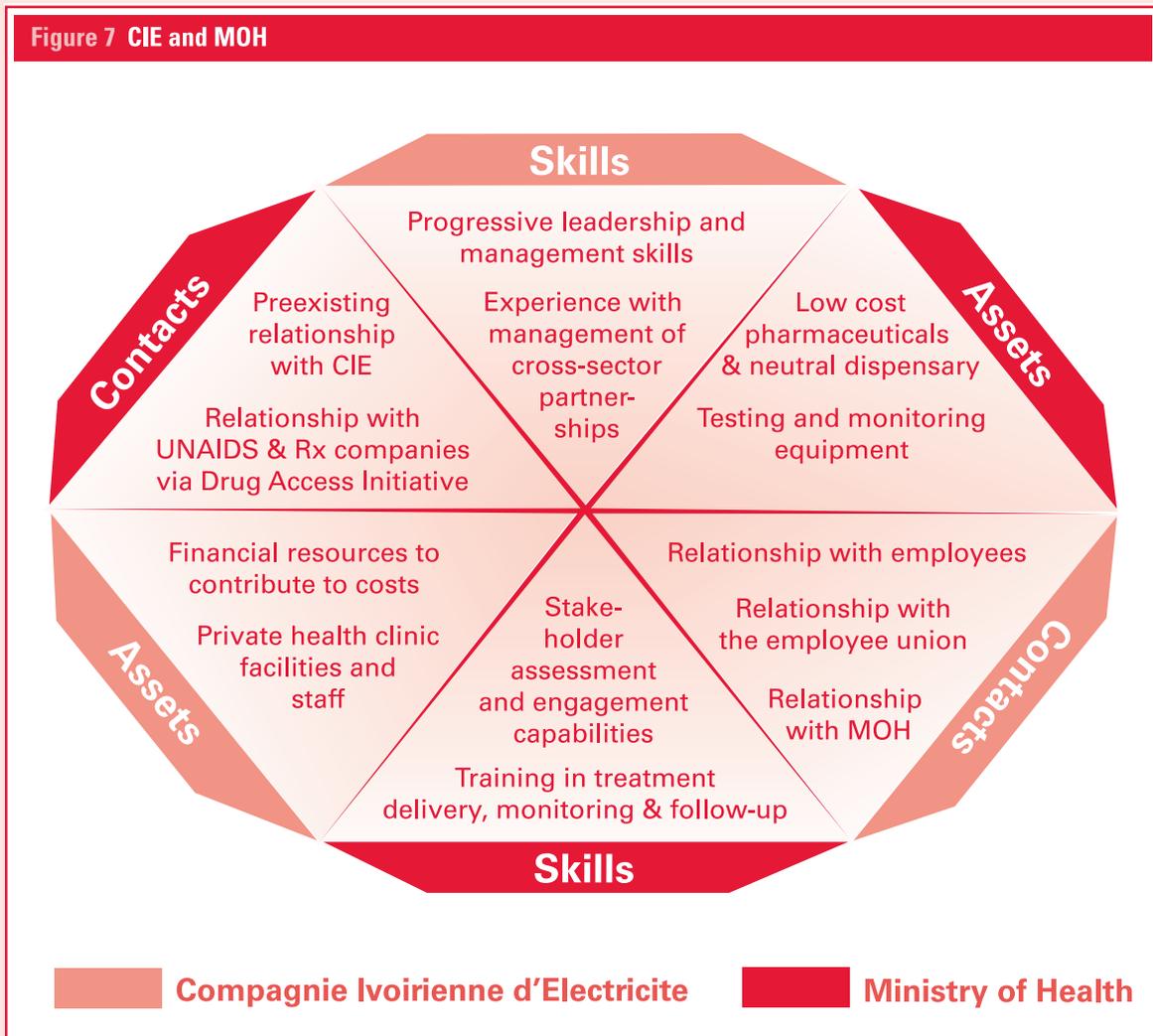
NGO	Government	Another Company
<ul style="list-style-type: none"> • Old Mutual SA • Shell • Barrick Gold • BP • Geita Gold • The Coca Cola Company • BMW • Volkswagen • DaimlerChrysler • Transnet • Ashanti Goldfields 	<ul style="list-style-type: none"> • ChevronTexaco • Gold Fields • Shell • The Coca Cola Company • BMW • BHP Billiton • Transnet • Volkswagen • Compagnie Ivoirienne d'Electricite (CIE) 	<ul style="list-style-type: none"> • Shell • The Coca Cola Company • Abbott Laboratories • Nedcor

This is not intended to be a comprehensive list of the partnership activities by companies in Africa.

Case Example MOH/CIE: Ensuring a Strategic Fit

Consider the foundations of the partnership for comprehensive care between the MOH and CIE. There were several circumstances that contributed to the mutual attraction to partner between these two parties. First, CIE had a previous relationship with the MOH in addressing the issue of HIV/AIDS. It was through consultation and guidance from the MOH that CIE first established their workplace policies and programs. Through a shared history of working together on this issue, the critical element of trust developed both organizationally and interpersonally. Second, there were shared values centering on a sincere interest in the welfare of the individual. CIE is known for its progressive management and leadership,

rooted in the African cultural principle of solidarity. Finally, there was a strategic fit between the assets of one partner and the corresponding needs of the other. Through the contacts of the MOH, CIE would gain access to low cost, high quality pharmaceuticals for their employees, training in how to prescribe these drugs and monitor patients for their medical staff, and data collection equipment and personnel for monitoring the impact of this new initiative. MOH, on the other hand, gained access to a hard-to-reach population of patients (those attending private clinics). Figure 7 shows the complementary assets and values that MOH and CIE brought to this partnership.



(Adapted from International Business Leaders Forum)

Organizational Culture and Values

Another important aspect of this assessment is the organizational culture and values of the two entities. While the two cultures will never be identical, they need to be able to work together. Previous work in partnerships suggests that certain issues can be thought of as bellweather indicators of a successful collaboration. The issue of time horizon, for example, is often not addressed and seems to be critical. A corporation often has a significantly shorter time horizon during which it might initiate a program and expect to see results. In contrast, NGOs tend to be comfortable with a greater level of uncertainty and a longer time horizon. The difference between these two needs to be understood and managed.

In a similar vein, cultural differences abound as well. The same skill set that allows a company such as BMW to manage complex projects, can also lead to tension between a corporation and an NGO when each finds its “style” of working is in fact quite different. Finally, language systems are often different. Commonly accepted concepts such as ROI in the business world often have a more broad application in the NGO world that may view ROI as more inclusive, tracking social as well as economic returns. Moreover, each must understand and feel comfortable with its potential partner’s values – the commonly held beliefs that guide the behavior of an organization.

Ultimately, the two organizations must be convinced that the potential benefits of the partnership outweigh the risks, that their resources are complementary, and that they will be able to work together. The senior leaders within both organizations as well as the key stakeholders must believe that the partnership makes sense.

Alternatives to Partnering

Some companies decide that given the activities they are pursuing, outsourcing is the best option. For example, Geita Gold Mine in Tanzania has outsourced its HIV/AIDS program to the African Medical Research Foundation (AMREF) to provide services both to the workplace and the community that developed around the mine.¹⁸ Conversely, AngloGold decided to build internal capacity. It saw HIV/AIDS as a long-term problem for its workforce and business operations and, as a result, built Aurum Health, a wholly-owned subsidiary that is available to provide services to all Anglo companies.

While outsourcing and building in-house capacity are useful alternatives in certain instances, we remain convinced that partnerships offer an opportunity for businesses to have a real impact on HIV/AIDS.

Key Questions for Step 4

Decide Whether to Partner, Act Alone, or Outsource

- Which organizations have the geographic presence, skills and expertise to partner?
- Are there existing relationships on which your company can build?
- Which has assets that are most complementary to those of your company?
- Are the cultures and values of the organizations compatible?
- Are the parties in agreement that partnership makes sense?

Tools and Resources for Step 4 are available in Appendix B

¹⁸ World Economic Forum Global Health Initiative Geita Gold Case Study.

Step 5 Structure Partnership and Initiatives

With Step 4 complete, the critical work of structuring the partnership and the initiatives needs to be tackled. HIV/AIDS partnerships, while offering tremendous advantages, have many challenges that can make them difficult. Careful attention to the structure and management of the partnership can help in overcoming these challenges.

Based on Rackam, Friedman and Ruff's work on partnerships, three common elements repeatedly and consistently have emerged with regard to partnerships: impact, intimacy, and vision.¹⁹ *Impact* describes the partnership's capacity to deliver tangible results. *Intimacy* refers to the level of closeness required to form an effective partnership. *Vision* describes the compelling picture of what the partnership can achieve, and how it is going to get there. The literature

on partnering is full of examples of these elements in action. In short, the authors argue that all three elements, impact, intimacy, and vision, need to be in place in order for the partnership to succeed. They

emphasize that the balance among these three factors is key. For example, the partners should not emphasize impact to such a degree that they drive out intimacy, since building trust between partners is an important factor in the partnership's long-term success. As the partners begin to structure the partnership, they need to ensure that the process includes a discussion of each of these elements.

That is, what is the vision for the partnership, what impact does it aim to have, and what level of partnership intimacy is required to be successful?

Challenges of HIV/AIDS Partnerships

- HIV/AIDS is an urgent, emotional and controversial issue
- Competitive dynamics can hinder information sharing
- Organizational cultures are different
- Incentive and motivational structures may need to be altered
- Metrics for evaluation are not well defined
- Exit strategies are unclear (especially for treatment)

There are four key areas, which if clearly defined, should assist organizations in answering those three questions. They are:

- Goals and objectives;
- Organizational structure and responsibilities;
- Programs and activities;
- Performance measures, both tangible and intangible, for partnership and programs.

By jointly defining these areas, the partners will provide the foundation for the relationship and continue to build understanding and trust between the parties. In many ways, this step will determine whether or not the partnership will be successful.

¹⁹ N. Rackham, L. Friedman, and R. Ruff, *Getting Partnership Right*, McGraw Hill, 1996

Goals and Objectives

By defining the goals and objectives of the partnership, the organizations are setting the vision and defining the value that they hope to generate. These goals and objectives should be discussed openly so that each organization is clear about why the partnership is being established and what is driving each organization to participate. All parties involved need to understand at the outset what the focus of the partnership's efforts will be. Specifically, it needs to decide on which population it will focus its efforts and what the scope of its activities will be. For example, will the partnership focus on the company's employees, the local community, or a broader national or global audience? Similarly, a partnership must decide what kinds of activities it will undertake. Will the partnership focus its efforts on raising awareness, care and treatment, or take on a role in the policy arena or several of these areas? In short, the players involved need to define the scope and scale of the partnership's activities. While this definition is crucial, the partners should also remember that partnerships are ongoing and dynamic relationships and it is always important to manage expectations both internally and externally. The players involved should constantly revisit the partnership's goals and objectives as circumstances change and relationships grow.

Case Example MOH/CIE: Defining Partnership Goals

The goals of the partnership between MOH and CIE included the following:

- To provide comprehensive training for CIE staff health providers in the provision of treatment and care.
- To provide safe and affordable access to pharmaceuticals through the government's central pharmacy.
- To assess the impact of a comprehensive HIV/AIDS program on patients' health through monitoring and follow up.
- To assess the subsequent impact of a comprehensive HIV/AIDS program on financial outcomes for the CIE.
- To document financial benefits to a private company resulting from comprehensive care.

Organizational Structure and Responsibilities

To be successful, the partners must decide how the partnership will be structured and what responsibilities each organization will assume. The structure of the partnership is dependent upon a number of key factors including the expected scope and scale of activities and the number of organizations involved. These issues help define the type of management structure that is needed to achieve the appropriate level of intimacy and trust for the partnership to grow and generate value over time.

Trust can be lacking between labor and management, between the government and the private sector and NGOs and government. The private sector is inherently pessimistic about involvement in partnerships across sectors. The organizations involved in partnerships need to remember that the hard work required to build the necessary trust to address the problem of HIV/AIDS together is justified. We have found that trust is not generally built on the aggregate, but based on individual association and open communication. Time is required for this trust to grow and be tested. Thus, as organizations begin to think about how to structure their individual partnerships they should pay particular attention to the development of leaders at appropriate levels within the organizations, that open communication is facilitated and that relationships are strengthened across organizations.

Case Example MOH/CIE: Anticipating Trust Issues and Cultural Context

Trust issues and cultural considerations drove a number of strategic decisions regarding the structure and management of partnership activities between MOH and CIE:

- In order to ensure that employees understood and believed that accessing treatment would remain confidential, MOH provided a full training on the systems for ensuring confidentiality to trade union representatives who in turn explained these provisions to their peers.
- To account for the high potential for distrust of a government with a history of corruption, the exchange of money for pharmaceuticals was carefully structured. Health care staff dealt directly with the Central Pharmacy when procuring drugs for their patients. Payment was only accepted by check, exchange of cash was never permitted.
- To cover the cost of treatment, CIE decided on both company and employee contributions. It modeled the “HIV/AIDS solidarity fund” on the existing system for employee contributions to cover non-standardized health care costs. This proven system successfully builds on cultural sensibilities and attitudes that place high value on the well being of the group. This was an important strategic decision given that all employees were to contribute, not just those who are HIV+.

The complexity of the partnership and its activities will also impact the organizational structure. For example a partnership between two organizations that is focused around a relatively small population with a narrow program scope may be able to rely on interpersonal relationships and informal communication methods rather than a separate organizational structure, which may be needed for a complex partnership with multiple organizations and a broad scope of activities. That is not to say that the issues are any less important, only that they can be managed differently depending upon the complexity of the partnership and the scope and scale of the partnership’s HIV/AIDS activities.

Case Example SC/OM: Staffing the Partnership

Anticipating adequate allocation of staff to manage partnership activities is a key element to success. Relationship management is central to the OM/SC partnership strategy.

The Sponsorship

Within Soul City, the overall sponsorship is managed by the CEO, the marketing department, as well as the Soul City and Soul Buddyz managers. OM SA’s sponsorships are managed by the Sponsorship Team, which is part of the Marketing Department. Julie Coltham, the Sponsorship Manager, oversees the SC sponsorship and is working hard to build relationships with SC’s management and to design the sponsorships strategy. A Sponsorship Project Manager administers the daily operations of the SC sponsorships.

The Community Mobilization Program

A six-person team at the OM Foundation oversees corporate social investment programs, including education, volunteerism, local enterprise development, and HIV/AIDS. REDI is one of their flagship programs, which allows them to focus on all of those issue areas. Benna van der Merwe, a member of this team, manages the SC component within REDI, in addition to several other programs. She interacts with SC’s team on everything from putting materials together, to networking in the REDI communities, to conducting trainings. On the Soul City side, the REDI program is run by the Education, Training, and Development Unit. Day to day decisions are made by the unit in cooperation with the Community Mobilization Program Coordinator, appointed to run this program on a full time basis.

A key factor in a successful partnership is that the individuals understand their responsibilities. The organizations need to specifically define the programs that they will implement and assign clear responsibilities for the various activities and resources that will be needed to carry them out. Some partners rarely embark on a partnership without a memo outlining respective roles and shared visions, while others operate in a more informal, ad hoc manner. Front line managers need to have access to key leaders at different levels within the company to obtain resources and support when needed. Thus, while it is important to establish mechanisms for the partners to communicate, it is also important that appropriate communication lines be established within each of the partner organizations. This will assist in building support for the HIV/AIDS initiatives at all levels within the company, not just at the senior leadership level or at the programmatic level.

Performance Measures

A key element of success for any partnership and its programs is the establishment of metrics by which to track performance. It is quite likely that a company will have a set of performance measures for its larger HIV/AIDS program. However, it is also important that

performance measures be developed for the partnership and its programs. These measures will be driven by the strategic goals and objectives of the partnership and its programs. Various categories should be addressed including programmatic results, financial, and partner satisfaction.

Case Example SC/OM: Ensuring a Balance of Power

Often, in partnerships between corporations and nonprofit organizations, the financial muscle brought to the partnership by the corporation creates a power imbalance in the relationship. In the case of the Soul City-Old Mutual South Africa partnership, this type of power imbalance exists, but is tempered by the stability of Soul City as an organization.

The CEO of Soul City, Garth Japhet, describes the power dynamics in the OM/SC relationship this way: "At end of day, we are the sponsored and they are the sponsoring, so they are the more powerful of the two." However, he points out that given the scale of resources brought in by OM compared with SC's total budget, losing OM as a sponsor would not derail the organization, "so we don't live in fear and trepidation. For the most part, we approach the partnership as equals."

Key Questions for Step 5

Structure Partnership and Initiatives

- Have the goals and objectives of the partnership been clearly defined?
- Has the partnership been structured in such a way as to promote open communication, trust and engagement of leaders at appropriate levels in the partnership organization?
- Have the risks been identified and managed?
- Have performance measures been identified for both the program and the partnership overall?

Tools and Resources for Step 5 are available in Appendix B

Step 6 Implement and Assess Impact

This is perhaps the most difficult aspect of the process. It is at this stage that partners implement the activities and initiatives that have been planned. Each must contribute the necessary money, time, people, and other resources required of implementation. Moreover, while much of the strategic work has been completed, senior leaders must remain engaged and continue to demonstrate their commitment to the partnership.

Assessing the impact of HIV/AIDS partnerships and the programs that these partnerships undertake is critical to their long-term success. In addition to looking at the results of the specific programs and activities that the partnership has carried out, time should be spent assessing the performance of the partnership. Moreover, when assessing the programs and the partnership, the organizations should also consider unanticipated results that may not have been identified at the outset.

Case Example MOH/CIE: Assessing Programmatic Outcomes

A number of assessment measures were implemented to evaluate everything from the impact of treatment protocols for patients to the proficiency of health providers in diagnosis and patient monitoring. Beyond assessing the partnership activities themselves, the Ministry of Health, together with the human resources department at CIE, tracked the variation of medico-social costs before and after antiretroviral therapy (ART). Baseline data from the year prior to the implementation of a comprehensive HIV/AIDS program was set against declining costs over the first two years of implementation. The data clearly demonstrate a dramatic decrease in overall company costs along with a corresponding decrease in morbidity, absenteeism and deaths during the first three years in which ARV therapy has been available at CIE.²⁰

Key Success Factors for HIV/AIDS Partnerships

- Trust
- Leadership and support at all levels
- Open communication
- A culture of learning
- Clear understanding of responsibilities
- Clear measures of accountability
- Managing risk

²⁰ Eholié S, et al. “Antiretroviral Treatment can be cost saving for industry and lifesaving for workers: A case study from Cote d’Ivoire’s private sector.” In *Economics of AIDS and Access to HIV/AIDS Care in Developing countries: Issues and Challenges* Collections Sciences Sociales et SIDA. ANRS 2003 pp329-346.

Case Example SC/OM: Assessing Outcomes and the Partner Relationship

Assessing the Partnership Activity Outcomes

To monitor the impact of the SC-OM sponsorship, SC employs its usual monitoring systems, which measure the audience reached by its programming in general, and the impact of that programming. In addition, they hire a marketing company to compile a brief, which quantifies the marketing exposure OM gets through the partnership, in terms of Rand. This “bang for their buck” measurement is very helpful to SC’s commercial sponsors.

OM also tracks the visibility they gain through their sponsorship of SC. Another measure of success, since Soul City and Soul Buddyz are TV and radio programs, are audience ratings; therefore, both partners use viewer/listenership as a measure of success. In a presentation by Octagon consulting for OM SA in December 2003, the following measures of success were outlined:

- 47% of independent survey respondents indicated Soul City as their leading source of information on HIV/AIDS
- 67% of SA 8–12 year olds have watched, read or listened to Soul Buddyz
- Positive survey response to Soul City’s ability to affect target audience attitudes and behaviour

Octagon’s presentation went on to surmise that although no direct research had been done, it is likely that the sponsorship had a positive effect on consumer awareness of OM’s commitment to HIV/AIDS education and perceptions of OM as one of the companies that does the most to “uplift the lives of South Africans”

The Community Mobilization Program is evaluated informally by OM by gathering feedback from their community contacts. Recently, an evaluation of SC’s work with REDI was done by an outside monitoring organization; results have not yet been released.

Assessing the Partner Relationship

For Soul City, the success of the partnership itself is through qualitative measurement — “we know whether its working or not,” says Soul City CEO Garth Japhet.

Julie Coltham, of OM’s Marketing Department, admits that the partnership with Soul City has been somewhat neglected by Old Mutual, in part because it has gone so smoothly. Historically, OM has put much more time into other partnerships because they’ve encountered many more problems with them. However, OM does not want to take their strong relationship with Soul City for granted. They plan to meet monthly with Soul City in the future to continue to invest in building strong relationships between their organizations.

Key Questions for Step 6

Implement and Assess Impact

- Has the partnership been implemented as planned?
- Have the programs and activities achieved their goals?
- Has leadership involvement been maintained?
- Have problems been identified and solutions recommended?

Tools and Resources for Step 6 are available in Appendix B

Step 7 Incorporate Lessons Learned

Partnerships offer important opportunities for learning both within the partnership and within the individual partner organizations. As partnerships and their programs are implemented, it is quite likely that there will be issues that will need to be resolved and changes to be made to improve operations and repair any misalignment. Partnerships are “living” systems that evolve and grow over time. As circumstances change and relationships are strengthened, the partnership may be able to be broadened and expanded to focus on a more complex set of activities.

Similarly, an individual partner can apply the lessons learned to other HIV/AIDS partnerships and partnerships that focus on different issues. Moreover, partnerships offer a window on how other organizations operate. Organizations should think about how the lessons can be applied to their own operations. Finally, businesses can use the experience to re-examine their overall responses to HIV/AIDS.

Case Example MOH/CIE: Applying lessons to future partnerships

The MOH has built on the lessons learned from this partnership in creating similar partnerships. The data from the study assessing the financial impact of comprehensive treatment for CIE has been used as a tool for engaging 20 private companies to date. The future potential for applying the knowledge gained by MOH include an expansion of this model to populations outside of private enterprise to include teacher unions and networks within the informal sector.

Case Example SC/OM: Applying lessons to future partnerships

One lesson for OM has been the importance of the credibility and expertise of the partner you choose. SC has shown a true commitment to HIV/AIDS, and has expertise in training material, research and media work. Another lesson has been that pre-existing relationships with government and other key stakeholders have been essential to “getting things done”. SC as a partner brought the added benefit of these relationships.

Octagon’s assessment found that the weaknesses of the partnership to date have been:

- Lack of leverage by OM to date
- Insufficient research on direct sponsorship effect on OM brand awareness/attributes
- Inconsistency in branding/exposure

To address these weaknesses, and to increase return on investment for OM, it proposes to use several strategies in the next phase of the partnership (2004 and 2005), including:

- Develop and implement a focused leverage plan to create greater awareness of OM’s sponsorship of the series and to make the sponsorship tangible to target audiences.
- Renegotiate to maximise branding opportunities.
- Ensure that sponsorship objectives and measurement criteria are established up front and that research is commissioned
- Include OM “placement” in the series (Old Mutual Bank written into financial education script on Soul Buddyz).
- Develop a communication campaign around OM involvement in Soul City/Soul Buddyz.

Key Questions for Step 7

Incorporate Lessons Learned

- Have the key lessons been identified?
- Has the partnership been re-examined in light of these lessons?
- Have the individual organizations considered how the lessons from the partnership can be applied to other partnerships and their business operations?
- Has the overall response to the HIV/AIDS issue been reassessed?

Conclusion

A number of academics and practitioners have examined cross-sector partnerships; one might ask why these ideas cannot simply be adapted to HIV/AIDS. Our examination of cross-sector partnerships, focused on HIV/AIDS as well as other issues, indicates that HIV/AIDS is intrinsically different and requires special attention. In essence, it has had, and continues to have, devastating effects on all economic aspects of emerging markets and presents new challenges to corporations who traditionally might have ignored or paid scant attention to a disease. It is perhaps due to the entrenched nature of this disease, with deep roots in the communities, that no one sector, whether it be the government, the NGOs, or corporations, can manage the intricacies of a solution without leaning heavily on one another in the form of partnerships.

Traditionally corporations have not taken on entrenched social problems — and business could never replace a strong and effective government response to HIV/AIDS. Assumptions have been made about boundaries, such as those that typically prevented a company from becoming involved in family and health issues, and these assumptions have generally served companies well. In the face of HIV/AIDS, where the boundaries between “inside” the company and “outside” the company are blurred and particularly complex, and the time horizon long and unclear, it is even more difficult for corporations to take on this issue. However, HIV/AIDS demands that businesses become involved and work with other organizations to combat the disease. Each party brings something critical to the equation and this need for effective collaboration necessitates new ways of defining responsibility, becoming accountable and measuring success within a partnership that are often novel for the corporation. The challenges are equally significant for the NGOs and governments, which in some cases have viewed corporations with a fair amount of cynicism and now have to develop ways of working together over an extended period of time.

- Cross-sector partnerships are a valuable tool in the fight against HIV/AIDS. However, they require careful management. Our research suggests that the steps outlined can be useful to managers who are charged with developing an effective business response to HIV/AIDS. Each step is important and needs to be considered and in many cases, previous steps may need to be revisited in order to make sure that the process moves forward and that metrics and modalities are reexamined as the epidemic changes. Ignoring a step may endanger the long-term collaborative effort.
- Taking on this pandemic requires significant internal and external work. Often, corporations, particularly those that are large and decentralized, do not fully understand the existence and location of key resources internal to the company and external, within the larger community. The process of cataloging this capacity is key; in essence this can be thought of as a large-scale project management issue, a task that is quite consistent with corporate capabilities.
- Initiating these partnerships requires the development of both “hard” and “soft” skills. Among the “hard” are the clarification of strategic goals, using metrics to measure success, and insuring that appropriate business skills are brought to bear on the problem. “Soft” skills are equally important and are often ignored. These include the development of trust between and among key collaborators, understanding the cultures and subcultures among employees, their families and the broader community, as well as the importance of working behind the scenes, both internally and externally in order to get things done.

- Skills learned in the context of HIV/AIDS have significant utility in other corporate arenas. Managing complex partnerships is a skill that takes a great deal of time to develop. As boundaries continue to blur and become more permeable between and among social sectors, the ability to understand, initiate, and manage these relationships can be used in other corporate initiatives as well.
- It is important that partnerships take on a life of their own, with their own funding, objectives, and staff. Many will develop a separate identity from the parent companies and NGOs. The work of the partnership, and the staff who run it, needs to be rewarded internally. This will only occur if the work of the partnership is viewed as strategically important.

In summary, business can and must play a critical role by providing leadership in the global fight against HIV/AIDS. The words of UN General Secretary Kofi Annan, in his speech, *AIDS: A Challenge to the Business Community*, are optimistic: “Increasingly, business leaders recognize that their responsibility and their interest — lie not only in how their actions affect their shareholders, but in their impact on the societies in which they operate, and on the planet as a whole. At least we now see the beginnings of a global response.” It is essential that the business community, working closely with the other sectors, act as leaders at the forefront of this response.

Appendix

Appendix A

Annotated Bibliography: Business-Related and Macroeconomic Impacts

A number of studies have estimated the *current* and *projected* economic impacts of HIV/AIDS on both *business operations* and the broader *operating environment*. When drawing conclusions from these studies, the context needs to be taken into account.

- First, given the nature of the epidemic, there are several obstacles that contribute to inadequate systems for comprehensive and systemic data collection including: confidentiality; time and budget constraints; and fears of stigmatization. These issues make reliable baseline data (e.g. country and employee prevalence rates) difficult to obtain.
- Second, there are several ways for measuring the economic impact of the epidemic. In the World Economic Forum Global Health Initiative's report on the business response to HIV/AIDS, David Bloom breaks the existing approaches into the following three categories that he calls: the 'cost of illness approach', the 'production function approach', and the 'empirical approach'.²² These provide different ways of viewing the impact of the epidemic.
- Finally, the relatively recent emergence of this epidemic has not allowed for the opportunity to study its impacts over long periods.

Despite these limitations, it is still useful to review the conclusions drawn from the evidence presented thus far when making the strategic business case for action. Below we have included an abridged, annotated bibliography to assist business leaders as they come to understand, and shape, the strategic business case in response to this epidemic.

Given our intended audience and purposes, we have selected current articles and presentations that aim to show estimates of the *current* and *projected* impacts on both *business operations* and the broader *operating environment*. We have also attempted to balance any regional bias in the perspectives presented and have sub-divided the contents accordingly.*

²¹ McPherson, M. "The Economic Impact of HIV/AIDS in Southern Africa" Brookings Institution Conference Report 2001

²² Bloom, D., Bloom, L. R., Steven, D., Weston, M. "Business and HIV/AIDS: Who Me?" World Economic Forum 2004

* For more comprehensive bibliographies on economic impacts of HIV/AIDS see: Bloom, D. et al., HIV/AIDS and the Private Sector: A Literature Review. American Foundation for AIDS Research June 2001; *For a series of 23 papers on the respective macroeconomic impacts of HIV/AIDS in Africa *by country*; see Bollinger, L. on The Futures Group Website at <http://www.tfgi.com/index.cfm> (fee for documents downloaded)

Estimating Impact of HIV/AIDS: Business Operating Environment

Barnett, T. and A. Whiteside (2002), *AIDS, Development and Economic Growth*, Ch.11 In *AIDS in the Twenty-First Century: Disease and Globalization*

Topic: Projected Impact Analysis/ Operating Environment

Doc. Type: Chapter

Geographic Focus: Africa

Summary: This chapter describes how the AIDS epidemic impacts development goals. The chapter focuses on poverty reduction and social development (e.g. universal primary education, reduction in infant and child mortality and access to health care). It describes the impact of HIV/AIDS on national economic growth and reviews the results of numerous economic models that project the long-term macroeconomic consequences of the epidemic. The chapter concludes with a discussion of the limitations, constraints and the policy implications of the model projections.

Bloom, D., et al., (2004) “Asia’s Economies and the Challenge of AIDS”, Unpublished monograph

Topic: Current and projected impact analysis/ Operating Environment

Doc. Type: Monograph

Geographic Focus: South, South East, and East Asia

Summary: This monograph makes three main points. First, unless it is allowed to spiral out of control, HIV/AIDS is likely to spread at a modest rate in Asia compared to Sub-Saharan Africa. General prevalence levels above 5 percent are unlikely. Second, even at moderate overall prevalence levels, the epidemic will have a negative impact on Asia’s economic development, but it will do so primarily through its effect on vulnerable groups such as women, the poor, the less educated, and members of particular occupations and industries. Third, spending on HIV prevention and AIDS care is powerfully justified by the high economic returns that can reasonably be expected to flow from such spending.

Cohen, D. (2002): “Human Capital and the HIV Epidemic in Sub-Saharan Africa” ILO Programme on HIV/AIDS and the World of Work

Topic: Current Impact Analysis/ Operating Environment

Doc. Type: Working Paper Series

Geographic Focus: Africa

Summary: This paper provides insights into the effects of the HIV epidemic on human capital in sub-Saharan Africa. It specifically examines how HIV/AIDS undercuts the supply and quality of human capital. It has specific examples of the effects of the epidemic on organizations, noting that HIV/AIDS has “hollowed out” ministries and public sector enterprises that are critical for sustained economic growth.

Lisk, F. (2002): “Labour Market and Employment Implications of HIV/AIDS” ILO Programme on HIV/AIDS and the World of Work

Topic: Impact Analysis/ Operating Environment

Doc. Type: Working Paper Series

Geographic Focus: Africa

Summary: This paper analyzes the economic impact of HIV/AIDS on the labor market, based mainly on the experience of sub-Saharan Africa. It provides an overview of the current scale and pattern of the HIV/AIDS epidemic and then details specific economic impacts such as absenteeism, increased training costs, reduced productivity, declining morale, and higher supervision costs. It also discusses how the epidemic increases the vulnerability of enterprises to macroeconomic shocks.

McPherson, M. (2003): “Macroeconomic Models of the Impact of HIV/AIDS”

Topic: Projected Impact Analysis/ Operating Environment

Doc. Type: Working Paper

Geographic Focus: Africa

Summary: This paper provides an accessible overview and critique of existing macroeconomic models of the projected impact of HIV/AIDS. In his introduction, McPherson explains: how macroeconomic models are set up; what and who they are intended for; and the inherent limitations of such models. The paper

reviews early and recent models projecting the impact of HIV/AIDS on economic growth and discusses their limitations. It concludes that existing models “systematically understate the economic impacts of HIV/AIDS” in that they fail to account for key variables and are often built on false assumptions. In light of McPherson’s research, and his suggestion of the potential for much more devastating impacts, he suggests the role of business must include working with governments to maintain and enhance public sector growth.

The Policy Project, “How HIV/AIDS Affects African Businesses”

Topic: Current Impact Analysis/ Business Operations/ Operating Environment

Doc. Type: Report

Geographic Focus: Africa

Summary: This report offers an overview of the impacts of HIV/AIDS at the business *and* macro-economic level. It examines these impacts from the perspective of international competitiveness. At the business level, international competitiveness erodes as HIV/AIDS impacts labor supply, productivity and other, less quantifiable, factors like worker morale, labor relations, and demand for output. The report goes on to present an overview of the related macro-economic impacts with an emphasis on the implications for trade and investment. Specifically, the report highlights impacts on investment such as investor reluctance and decrease in the pool of national entrepreneurs as well as trade impacts including reduced production, decrease in workers with export market experience as well as hindering transport of export products to the marketplace.

Sabin, L. (2003): “Corporate Responsibility in a World of AIDS: The Economic Case for Investing Now. Presentation at the HIV/AIDS workshop in Beijing”

Topic: Projected Impact Analysis/ Operating Environment

Doc. Type: Power Point Presentation

Geographic Focus: China

Summary: This presentation offers a predictive lens on the impact of HIV/AIDS for a corporation. It is written with China as the audience and useful for any of the so-called third wave countries (India, Russia, Nigeria, Ethiopia) where the epidemic is emerging. Drawing on lessons from Southern Africa, which is now in the more advanced stages of the epidemic, the presentation makes the case for pro-active investment to avoid facing potentially explosive future costs. It discusses and dismisses approaches that “deal with the status quo” and “shift the burden” that many companies believe justify current inaction.

Estimating Impact of HIV/AIDS: Business Operations

Barnett, T. and A. Whiteside “HIV/AIDS and the ‘For Profit’ Enterprise”, Ch. 10 In AIDS in the Twenty-First Century: Disease and Globalization

Topic(s): Current and Projected Impact Analysis/ Business Operations

Doc. Type: Chapter

Geographic Focus/Influence: Southern Africa

Summary: This chapter provides an overview of the epidemic’s impact on labor (e.g. increased absenteeism, lower productivity, higher turnover) as well as the subsequent impact on the business environment (e.g. lower investment, shrinking markets).

It describes possible motivations for businesses to respond (returns outweigh the costs, social responsibility, PR, regulation/legislation). Describes methods to measure, describe, and respond to the impact of HIV/AIDS on a business. First, it explains the typical accountancy approach to measurement (including direct, indirect, and systemic costs) along with the limitations of this approach. Then, it describes an approach the authors refer to as the ‘Institutional Audit’, which takes into account a number of less quantifiable factors, such as worker morale.

The chapter also briefly addresses the significance of this issue in the small business and informal sector, due to the more vulnerable populations involved, but is mostly targeted at large corporations.

Daly, K., (2000) Section 2, “The Business Impact of HIV/AIDS” section 2 of *The Business Response to HIV/AIDS: Impact and Lessons Learned* International Business Leaders Forum.

Topic(s): Current and Projected Impact Analysis/
Business Operations

Doc. Type: Report

Geographic Focus/Influence: N/A

Summary: Written for a business audience, section 2 of the IBLF report, *The Business Response to HIV/AIDS: Impact and Lessons Learned*, presents an executive summary of the impacts of HIV/AIDS at the individual business level. The section opens with a brief overview of the macroeconomic impacts on markets, labor, and saving and investments and then turns to those specific impacts at the company level, noting the connection between the two: “Businesses do not work in isolation and so the impact of HIV/AIDS on all productive sectors, on the business supply chains, the effective labor supply, and intellectual capital directly impacts on individual companies”. The report then goes on to explain how HIV/AIDS fosters declining productivity and increased costs of business operations. The section concludes by presenting the costs of inaction, including a graph of conceptual business cost curves for early, late, and no business response.

Gill, B. and Thompson, A.: “The Impact of HIV/AIDS on Business in China”, *The China Business Review*, July–Aug. 2003.

Topic: General Overview of Current Risks and Costs to Business in China

Doc. Type: Article

Geographical Focus/Influence: China

Summary: This is an introductory article for those who are new to the topic in China. It provides useful background reading to help place what is known about the epidemic in context. It is clear from this and other work on China that there is a dearth of literature on the impact of HIV/AIDS on business in China.

Rosen S, Simon JL, Vincent JR, MacLeod W, Fox M, Thea DM.: “AIDS is your business”, *Harvard Business Review*, February 2003.

Topic(s): Current and Projected Impact Analysis/
Business Operations/Operating Environment

Doc. Type: Article

Geographic Focus/Influence: Africa

Summary: Written for executives of global operations, this article explains the ways HIV/AIDS erodes what the authors refer to as the “twin rationales of globalization”: cheap labor and fast growing markets. It addresses the direct and indirect costs of AIDS to employers and illustrates how those costs increase over time. The article presents descriptive and predictive illustrations of impacts. The basic argument is that businesses will reduce their overall costs of dealing with HIV/AIDS if they are pro-actively guided by the cost of infections prevented.

South African Business Coalition on HIV/AIDS: “The Impact of HIV/AIDS on Business in South Africa”. SABCOHA

Topic: Current Impact Analysis/ Business Operations

Doc. Type: Press Release — Full Report Forthcoming

Geographic Focus/Influence: South Africa

Summary: This recent report confirms the prevailing concerns about the impact of HIV/AIDS on business. It presents data from a survey conducted by the Bureau for Economic Research (BER) in October and November of 2003. The total 1106 respondents included members of the manufacturing, retail, wholesale, motor trade, and building and construction industries. Results confirmed expected reduction in productivity, increased absenteeism, increased cost of employee benefits, and increased costs associated with recruitment and training resulting from increased turnover.

Appendix B Additional Tools and Resources

Step 1 — Make the Strategic Business Case

AIDS Impact Model (Business) AIM-B

Author: The Futures Group
(business-level present and future impact assessment)

Summary: An economic and demographic model designed to help companies analyze how HIV/AIDS is affecting their business and how it will affect them in the future.

The model can help develop estimates of prevalence of HIV and AIDS within a workforce, and project how it will develop over the next decades. It can also model how the future costs of health care and benefits will be affected. AIM-B estimates the main direct costs of HIV/AIDS in health, recruitment and benefit costs. It does not estimate the epidemic's effect on productivity, labor relations, workforce morale or absenteeism.

Step 2 — Assess Needs and Existing Resources

Directory of Associations of People Living with HIV/AIDS (PLWHA)

Author: USAID and Global Network of People Living with HIV/AIDS (GNP+)

Publication Date: 2002 (Networking, PLHWA)

Summary: This directory of associations of people living with HIV/AIDS (PLWHA) provides individuals and organizations access to organizations of PLWHA by country. Regions represented include Africa, Latin America and the Caribbean, Europe and Eurasia, Asia and the Near East. Profiles include contact information, key activities, membership size, and funding information. Data is updated regularly and is also available through USAID and GNP+ directly.

GOALS for Business

Author: The Futures Group
(baseline program assessment)

Developed by The Futures Group from their GOALS model, GOALS for Business enables organizations to effectively allocate resources to HIV/AIDS programs implemented in the workplace. The model assesses whether an organization's current HIV/AIDS strategies are realizing their full potential and if they can be adapted to improve results.

HIV/AIDS Technical Assistance Guidelines

Author: Department of Labor — South Africa

Publication Date: 2003

(analysis of potential partners, partnership strategy, partnership assessment)

Summary: The technical assistance guidelines are designed to complement the 'Code of Good Practice' on Key Aspects of HIV/AIDS and Employment' published in 2000.

In the recommended frameworks for managing HIV/AIDS in the workplace four main elements of any response are suggested: (1) Prevention Strategy; (2) Wellness Strategy; (3) Cost Management Strategy; and (4) Partnership Strategy. This partnership strategy includes: a rationale and endorsement of partnerships when dealing with interventions; recommendations of objectives and requisite company actions, and includes a list of recommended steps when conducting an analysis of potential partners. A partnership assessment tool is also included to better assess whether a company is adhering to recommendations for a collaborative approach. Other tools and resources include sample KAPB questionnaires for participants, and several checklists with guiding questions for various management strategies.

The World Economic Forum Global Health Initiative Networking Directory

Author: World Economic Forum Global Health Initiative

Publication Date: Online resource updated regularly (networking, mapping potential partners)

Summary: This directory provides information about useful contacts and potential partners from over 250 organizations, networks, and coalitions working in the fight against HIV/AIDS, tuberculosis and malaria. The online database is searchable by organization, location, disease and type of intervention.

Step 3 — Filter Intervention Options by Capacity

Assessing Management Capacity Among Non-Governmental Organizations (NGOs)

Author: CARE International

Publication Date: 1993

(assessment of NGO management capacity)

Summary: This questionnaire seeks to help NGO and CARE country office managers assess management strengths and weaknesses in order that they can jointly formulate and implement a management development program.

Recent Practices in Monitoring and Evaluation (TIPS) Measuring Institutional Capacity

Author: USAID Center for Development Information and Evaluation

Publication Date: 2000

(assessment of NGO capacity)

Summary: Includes information about assessing NGO capacity, including reasons for different kinds of assessments, key points to consider, and a summary of tools to be used.

Step 4 — Decide Whether to Partner, Act Alone, or Outsource

Contracting Non-Governmental Organizations (NGOs) to Combat HIV/AIDS: Special Initiative

Authors: Partnerships for Health Reform Project and Abt Associates Inc.

Publication Date: 2001

(collaboration strategy decision-making)

Summary: This report examines the use of contracting NGOs as a mechanism of delivering HIV/AIDS services and programs in developing countries. It is intended to help donors, governments, and others decide if contracting NGOs would be helpful in their current efforts to combat HIV/AIDS in developing countries.

HIV/AIDS Technical Assistance Guidelines

Author: Department of Labor — South Africa

Publication Date: 2003

(analysis of potential partners, partnership strategy, partnership assessment)

Summary: The technical assistance guidelines are designed to complement the ‘Code of Good Practice’ on Key Aspects of HIV/AIDS and Employment’ published in 2000.

In the recommended frameworks for managing HIV/AIDS in the workplace four main elements of any response are suggested: (1) Prevention Strategy; (2) Wellness Strategy; (3) Cost Management Strategy; and (4) Partnership Strategy. This partnership strategy includes: a rationale and endorsement of partnerships when dealing with interventions; recommendations of objectives and requisite company actions, and includes a list of recommended steps when conducting an analysis of potential partners.

A partnership assessment tool is also included to better assess whether a company is adhering to recommendations for a collaborative approach. Other tools and resources include sample KAPB questionnaires for participants, and several checklists with guiding questions for various management strategies.

Workplace HIV/AIDS Programs: An Action Guide for Managers

Author: Family Health International

Publication Date: 2002

(risk assessment, internal impact assessment, managing costs, advocacy, policy development)

Summary: Includes guidelines and suggested courses of action through checklists and guiding questions. Illustrative examples of actual workplace policies and interventions are included. Checklists for management decision making around intervention “make, buy, or sell” options are included.

Collaboration issues are addressed through general endorsement of company to company and company to government advocacy.

The World Economic Forum Global Health Initiative Networking Directory

Author: World Economic Forum Global Health Initiative

Publication Date: Online resource updated regularly (networking, mapping potential partners)

Summary: This directory provides information about useful contacts and potential partners from over 250 organizations, networks, and coalitions working in the fight against HIV/AIDS, tuberculosis and malaria. The online database is searchable by organization, location, disease and type of intervention.

Step 5 — Structure Partnership and Initiatives

APDIME Toolkit Database

Author: The Synergy Project – USAID

Publication Date: 2002

(assessment, program planning, program design, monitoring and evaluation)

Summary: This toolkit is targeted at managers and program officers. The development of this database represents an extensive review of existing tools. After collecting and reviewing more than 2,500 published and unpublished resources from around the world, these materials were organized into modules based on the APDIME programming cycle.

The Synergy Project's APDIME approach is based on the use of participatory methods that build stakeholder commitment, produce programs that suit prevailing or local conditions, and keep the focus on those living with or affected by AIDS.

Business Responds to AIDS Manager's Kit

Author: US Centers for Disease Control — “Business Responds to AIDS/ Labor Responds to AIDS”

Publication Date: 2002

(workplace policy and program development)

Summary: This is a user-friendly resource, including information on workplace policy development, employee education, family education, community service and additional resources.

This toolkit is recommended as a resource for managers of SMEs in the IBLF document “Business Responds to AIDS: Impacts and Lessons Learned”. It includes small business guidelines for developing workplace policy with specific information on legal and insurance issues.

Childhood Challenged: South Africa's Children, HIV/AIDS and the Corporate Sector

Author: Save The Children

Publication Date: 2002

(internal activities, external activities, resource provision, management decision making, partnership planning, reporting, monitoring and evaluation, South Africa)

Summary: This is one of the few resources with a specific focus on impact mitigation with vulnerable children (affected and infected) in mind.

Best practices with respect to partnerships are highlighted from the industries of mining, pharmaceutical, and commercial agriculture, though not in great detail. The partnership section is mainly informed by “The Business Response to HIV/AIDS: guides for successful partnerships”.

The sections of this toolkit are mainly bulleted “steps” in developing policies or actions in reporting. The emphasis seems to be on the approach and is well-informed and forward thinking.

The toolkit also includes an executive summary reporting on the findings of research funded by the Ford Foundation on cross-sector corporate involvement (multinationals and large companies) with affected youth. The findings are based on a study carried out mid-year 2001.

Employers' Handbook on HIV/AIDS: A Guide for Action

Author: International Organization of Employers (IOE)

Publication Date: 2002

(Workplace Policy and Program Development)

Summary: This resource provides general recommendations and considerations for the development of workplace guidelines, workplace policy development, prevention education, care/support/ treatment, and community involvement.

Handbook for the Management of HIV and AIDS in the Workplace

Author: Asian Business Coalition (ABC on AIDS)
(workplace policy and program development, Asia)

Summary: This is an introductory handbook for business managers who are new to HIV/AIDS as a workplace issue. The handbook provides a brief background on the potential microeconomic impact of HIV/AIDS on a business. Guiding questions are included to help managers as they consider key issues when developing their HIV/AIDS policies. Workplace program development guidelines that list suggested objectives and content of workplace programs are included.

Includes examples of region-specific workplace policies from *The Regent Hotel Bangkok*, *Royal Orchid Sheraton*, and *The Shell Company of Thailand*.

HIV/AIDS Toolkit: Building Political Commitment for Effective HIV/AIDS Policies and Programs

Author: The Futures Group
Publication Date: 2000

(advocacy for public policy, impact assessment)

Summary: Contains six modules: “Building Political Commitment”; “Measuring Political Commitment”; “The AIDS Impact Model (AIM)”; “Building Political Commitment at Sub-National Levels”; and “Building Political Commitment through Broadening Participation in the Policy Process”.

Each module provides strategies for advocacy. The sixth model includes a brief listing of recommendations for private sector response including the formation of a national business council, corporate sector forums and strategies for political advocacy from the corporate sector.

IFC Good Practice Note: HIV/AIDS in the Workplace

Author: IFC

Publication Date: 2002

(program planning, monitoring and evaluation)

Summary: The Note provides practical guidance on the range of options for how companies can design and implement programs for the workplace and beyond. It provides a user friendly and practical overview, or “corporate roadmap” including awareness, education and prevention, care and treatment, monitoring and leveraging the program.

Managing AIDS in Your Company

Author: Thailand Business Coalition

Publication Date: 2002

(workplace policy and prevention program development, Thailand)

Summary: This document is broken into three different topic areas: workplace policy development, prevention programs, and workplace accommodation and support of HIV+ employees.

Guiding principles for policy development and references to actual existing workplace policies are offered. An overview of topic areas for policy development and possible prevention interventions are provided. General lists of possible accommodations and ways of negotiating these with employees are listed along with a brief list of challenges to creating a supportive work environment for HIV+ employees.

Managing HIV in the Workplace

Author: Global Business Coalition (GBC)

(situation analysis, policy and program planning, monitoring and evaluation)

Summary: This interactive resource, designed for managers who seek to learn from the experience of other employers, includes policies and programs devised by over 50 companies and organizations. Information is searchable by the following categories: company/ organization; intervention; industry, region, and workforce size.

Workplace HIV/AIDS Programs: An Action Guide for Managers

Author: Family Health International

Publication Date: 2002

(risk assessment, internal impact assessment, managing costs, advocacy, policy development)

Summary: Consists of guidelines and suggested courses of action through checklists and guiding questions. Illustrative examples of actual workplace policies and interventions are included. Checklists for management decision making around intervention “make, buy, or sell” options are included.

Collaboration issues are addressed through general endorsement of company to company and company to government advocacy.

Workplace Manual on Managing HIV/AIDS in Singapore

Author: Singapore Business Coalition

Publication Date: 2002

(workplace policy and prevention program development, Singapore)

Summary: This draft manual provides a step-by-step guide to creating HIV/AIDS workplace policies with essential issues to consider along the way. There are links to a number of internet websites and resources. Workplace program elements addressed are limited to HIV prevention education.

This manual includes information on fair employment practices and related legal issues in Singapore. These include appendices of actual laws, issues pertaining to pre-employment and existing employee screening, confidentiality/disclosure issues, termination, precautions and workplace safety issues, medical benefits and insurance, foreign employees, and protection of rights of HIV+ staff.

The World Economic Forum Global Health Initiative Case Study and Supporting Document Library

Author: World Economic Forum Global Health Initiative

Publication Date: Online resource regularly updated (workplace policy and program development, monitoring and evaluation)

Summary: The Global Health Initiative case study and supporting document library provides examples of business programs that aim to reduce the impact of HIV/AIDS, tuberculosis and malaria on employees and communities. The case studies outline the reasons behind companies’ actions, what they did, and how they evaluated their programs. Supporting documents give examples of policies, budgets and posters used by companies for their programs. Cases and supporting documents are searchable by country, disease or company.

Step 6 — Implement and Assess Impact

APDIME Toolkit Database

Author: The Synergy Project – USAID

Publication Date: 2002

(assessment, program planning, program design, monitoring and evaluation)

Summary: The database is targeted at managers and program officers. The development of this database represents an extensive review of existing tools. After collecting and reviewing more than 2,500 published and unpublished resources from around the world, these materials were organized into modules based on the APDIME programming cycle.

Childhood Challenged: South Africa’s Children, HIV/AIDS and the Corporate Sector

Author: Save The Children

Publication Date: 2002

(internal activities, external activities, resource provision, management decision making, partnership planning, reporting, monitoring and evaluation, South Africa)

Summary: The sections of this toolkit are mainly bulleted “steps” in developing policies or actions in reporting. This is one of the few resources with a specific focus on impact mitigation with vulnerable children (affected and infected) in mind. Best practices with respect to partnerships are highlighted from the industries of mining, pharmaceutical, and commercial agriculture. The partnership section is mainly informed by “The Business Response to HIV/AIDS: guides for successful partnerships”.

The toolkit also includes an executive summary report on the findings of research funded by the Ford Foundation on cross-sector corporate involvement (multinationals and large companies) with affected youth. The findings are based on a study carried out mid-year 2001.

IFC Good Practice Note: HIV/AIDS in the Workplace

Author: IFC

Publication Date: 2002

(program planning, monitoring and evaluation)

Summary: The Note provides practical guidance on the range of options for how companies can design and implement programs for the workplace and beyond. It provides a user friendly and practical overview, or “corporate roadmap” including awareness, education and prevention, care and treatment, monitoring and leveraging the program.

Appendix C Web Links on HIV/AIDS and Business

Asian Business Coalition on AIDS (ABC on AIDS)

The Asian Business Coalition on AIDS (ABC on AIDS) is a regional partnership between companies that aim to prevent and control HIV/AIDS in the workplace and not-for-profit organizations that provide technical services on HIV/AIDS, such as training. Through their website, ABC on AIDS aims to inform companies how to effectively manage HIV/AIDS in the workplace. The site includes information on private sector involvement in 11 Asian countries including: Bangladesh, Cambodia, India, Indonesia, Malaysia, Myanmar, Nepal, Philippines, Singapore, Thailand, and Vietnam. Also included are links to tools for business including: workplace surveys; case studies; training opportunities; and handbooks and guidelines on workplace programs and policies.

Boston University School of Public Health

Program on the Social and Economic Impacts of the AIDS Epidemic Center for International Health and Development

The Program on the Social and Economic Impacts of the AIDS Epidemic is a multidisciplinary, applied research program of the Center for International Health and Development (CIHD) at the Boston University School of Public Health. It brings together expertise in infectious diseases, public health, demography, epidemiology, economics, and anthropology in an effort to understand how the AIDS epidemic is affecting households, businesses, government agencies, and other institutions in the developing world and to identify and evaluate policies and programs to mitigate the impact of AIDS. This website provides links to papers and presentations on the social and economic impact of HIV/AIDS.

Centers for Disease Control and Prevention (CDC)

Business Responds to AIDS/Labor Responds to AIDS

The Centers for Disease Control and Prevention *Business Responds to AIDS* and *Labor Responds to AIDS* programs (BRTA/LRTA) help large and small businesses and labor unions meet the challenges of HIV/AIDS in the workplace and the community. The website offers tools and resources on workplace programs and policy development and legal issues. Some limited information for companies with overseas operations is offered under the subheading “Global Strategies for Global Companies”; however the information is primarily for companies with US-based operations.

Global Business Coalition on HIV/AIDS (GBC)

This website provides information on the Global Business Coalition mission, membership, and activities and serves as a portal to networks and contacts relevant to HIV/AIDS including international institutions, NGOs and donor organizations, and several national and regional level business organizations, e.g. ABC on AIDS (above), and SABCOHA (below). It offers an easily navigable set of tools and resources for managing the workplace response to HIV/AIDS including: risk assessment; awareness and prevention; voluntary counseling and prevention; and care, support and treatment. The site also houses over 100 member company profiles, each including detailed overviews on members’ HIV/AIDS programs and policies with links to sample documents and web pages.

Initiative for Public Private Partnerships for Health (IPPPH)

The Initiative on Public-Private Partnerships for Health aims to increase the effectiveness of public-private collaboration, particularly by helping those seeking to develop health products, or to improve access to such products needed to fight neglected diseases and other health problems in developing countries. The IPPPH website contains a database of easily searchable information about public-private collaborations on neglected health problems in high disease burden countries. As a registered user (free of charge), you will be able to use this database to access and consult the complete partnership report on more than 80 public-private collaborations fighting neglected health problems in developing countries. For each partnership, the report includes background facts on: how it came into existence; its missions and goals; the type of organizations involved, the way it operates, who financially supports it, what impact, if any, did it have, and finally any documents relating to the partnership in question.

International AIDS Economics Network (IAEN)

IAEN focuses on the economics of HIV/AIDS prevention and treatment, providing data, tools, and analysis for researchers and policymakers working to define and implement effective AIDS policy. This website offers a research library of materials about the public economics and policies of HIV/AIDS in developing countries from a variety of sources. The site also offers access to select analytical models and tools for: epidemiologic and impact modeling, assessing cost effectiveness, and resource allocation.

International Finance Corporation (IFC) Against AIDS

IFC Against AIDS works with client companies to develop specifically tailored tools and gives advice to address workforce and community-related concerns stemming from the disease. Their website provides an overview of the mission and services of IFC Against AIDS. It includes detailed client profiles including HIV/AIDS program and policy descriptions with links to sample documents and case studies. Resources include tools designed to augment their ‘Good Practice Note’ on HIV and the Workplace, publications, relevant research documents, and a glossary of terms related to HIV/AIDS in the workplace.

International Labor Organization (ILO)

The ILO website on “HIV/AIDS and the World of Work” provides: access to information and links related to the social and economic impacts of HIV/AIDS; advice on policy for governments, employers, and workers; program guidelines on prevention, care, and measures to combat discrimination; a Code of Practice that provides a framework for action in the workplace, and a training manual for implementing the Code of Practice.

John F. Kennedy School of Government

*Corporate Social Responsibility Initiative
Harvard University*

The Kennedy School of Government’s Corporate Social Responsibility (CSR) Initiative seeks to study and enhance the effectiveness of corporate social responsibility. It is a multi-disciplinary and multi-stakeholder effort dedicated to exploring the intersection between corporate responsibility, corporate governance, public policy and the media. It aims to bridge the gap between theory and practice, encourage innovation, build leadership skills, and support better understanding and constructive action between different sectors. The CSR website will feature critical issues briefs on relevant topics including HIV/AIDS. The HIV/AIDS workshop series website can be accessed from the CSR website. The workshop website includes presentations, background readings, and summary notes from all four of our workshops.

South African Business Coalition on AIDS (SABCOHA)

SABCOHA is a network of South African companies engaged in work to combat HIV/AIDS in South Africa. Through their website, SABCOHA offers access to information on: prevention; treatment and care; surveillance and monitoring; legal issues, case studies, and a comprehensive list of links to related directories and websites, local and international.

UNAIDS

The Joint United Nations Programme on HIV/AIDS, UNAIDS, is the main advocate for global action on the epidemic. It leads, strengthens, and supports an expanded response aimed at preventing transmission of HIV, providing care and support, reducing the vulnerability of individuals and communities to HIV/AIDS, and alleviating the impact of the epidemic. The UNAIDS website provides access to a wealth of information on partnerships including “partnership menus”, designed to help the private sector find innovative HIV/AIDS partnership opportunities in developing countries. These menus describe opportunities at the country level, in areas ranging from youth-friendly health services, to home-based care programs, to education for orphans. Additionally, this website includes a database of topics including over 75 documents on private sector collaboration, as well as tools, and related publications.

World Economic Forum — Global Health Initiative

The website of the Global Health Initiative (GHI) offers access to practical, cutting-edge resources for HIV/AIDS including: a case study and supporting document library with examples of business programs tackling HIV/AIDS, TB and malaria; a networking directory of potential NGO and national business coalition partners; best practice and partnership guidelines written in collaboration with institutions such as Harvard University, ILO, UNAIDS, and WHO.

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Joint United Nations Programme on HIV/AIDS

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