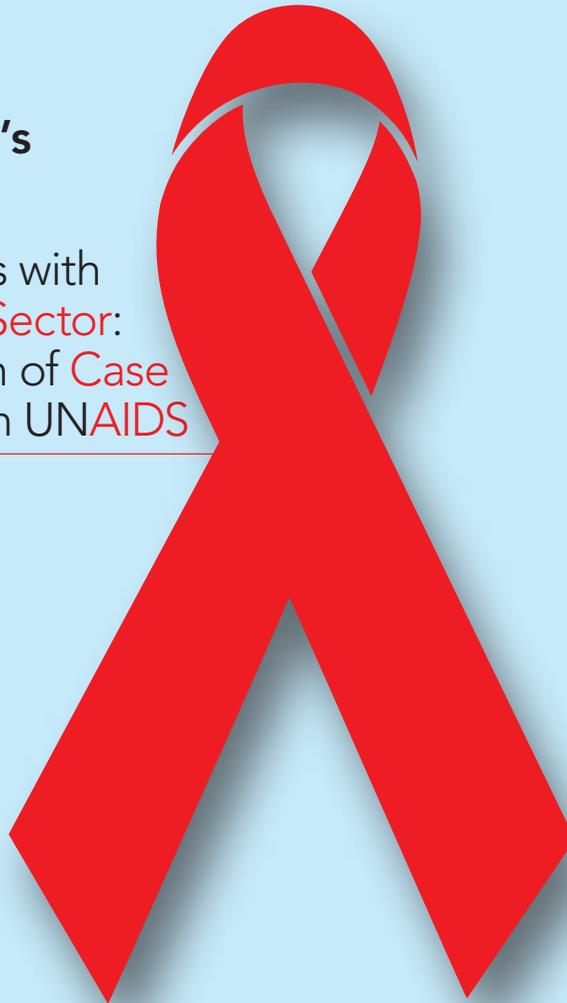




AIDS is Everybody's Business

Partnerships with
the **Private Sector**:
A Collection of **Case
Studies** from UNAIDS



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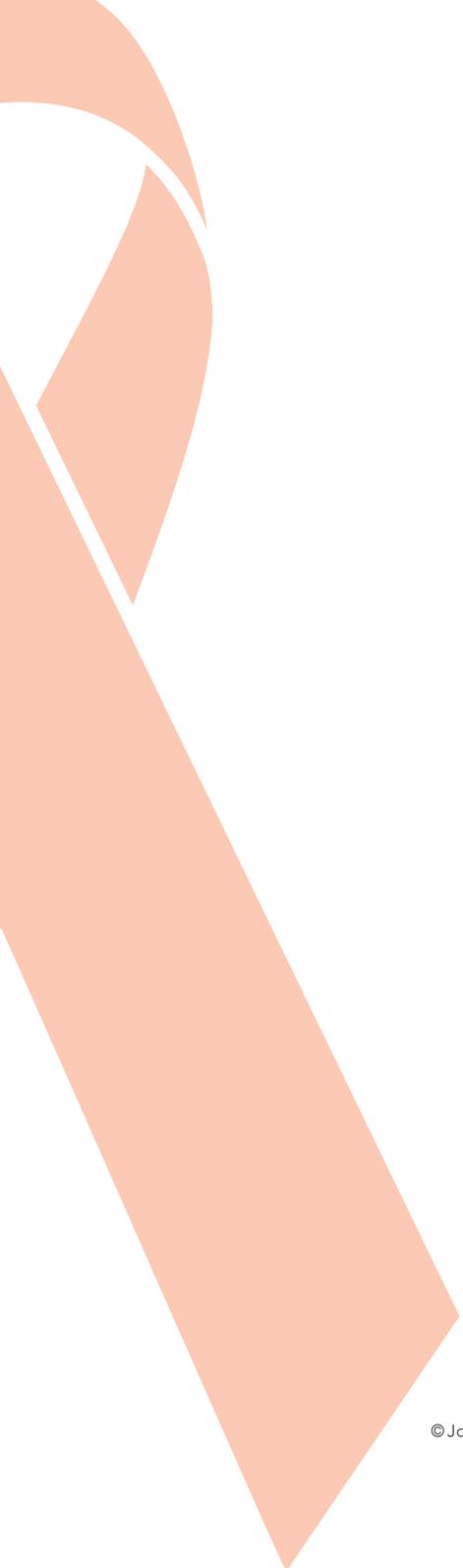
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Foreword

UNAIDS is pleased to present this brief collection of case studies illustrating how the UNAIDS secretariat and its 10 cosponsors are collaborating to bring private sector leadership to the foreground in the global response to HIV.

No single sector can address the multifaceted aspects of AIDS alone. AIDS is an enormous challenge that requires the unique strengths and resources of every sector of society, from governments to nongovernmental organizations and the private sector.

Businesses, from the largest global corporations to micro enterprises, private sector associations and coalitions, corporate and private philanthropies, labour unions and employers' associations are recognizing the need to lend their resources and expertise to the AIDS response. They see that the HIV epidemic presents a lasting challenge not just to the well-being of individuals, but to the strength of entire societies.

This summary cannot fully capture the diverse range of partnerships that the UNAIDS secretariat and its cosponsors have initiated with the private sector. It is a first attempt to collect stories that highlight just a few of the ways in which we work with this important constituency.

The talent, resources, experience and commitment of business must play a central role in designing, implementing and promoting effective responses to HIV. UNAIDS is committed to further engaging with the private sector as a long-term partner in the response to AIDS at global and local levels.

*Peter Piot
Executive Director
UNAIDS*



Credit. UNAIDS/O.O'Hanlon

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UNHCR and Merck: Responding to HIV/AIDS Needs Among Displaced Populations

Conflict, resulting in instability and the breakdown of social support structures can increase the risk of HIV. The United Nations High Commissioner for Refugees (UNHCR) has long recognized that many of the people it serves are made vulnerable by these factors and have responded by working together in partnership with companies such as Merck & Co Inc.

Through a global corporate partnership established in 2003, UNHCR has expanded HIV education, prevention, treatment, care and support among refugee populations in Africa, Asia and the Middle East. In Angola, Merck funding helped UNHCR develop and disseminate HIV information and education materials as well as organize HIV awareness raising events for Angolan returnees and their host communities. The programme has reached thousands of individuals in areas devastated by years of war. Many people in these communities had never heard of HIV or AIDS and the UNHCR/Merck programme was the first to raise awareness of the issue.

In Zambia, UNHCR conducted behavioral surveillance surveys among Congolese refugees, again with the support of Merck. The result of the survey has helped UNHCR to better target HIV programmes for refugees in Zambia, and to plan for programmes in areas of return in the Democratic Republic of the Congo. In Namibia, Merck support has allowed UNHCR and its partners to keep pace with developments in the national HIV response, including upgrading and integrating voluntary counselling and testing and prevention of mother-to-child transmission programmes in Osire refugee camp.



Peer educators doing awareness at a bus stop in Luau market, in returnee areas in Angola.

Credit: UNHCR/Laurie Bruns

In 2004, Merck and the International Council of Nurses (ICN) joined efforts to deliver the latest nursing knowledge and training to health professionals working with refugees in Africa through the Nursing Library Project—which provides self-contained Nursing Libraries for Refugee Health to refugee operations in the United Republic of Tanzania and Zambia. The ready-made portable libraries include the latest nursing and health-care information and training materials to improve the skills of health professionals in the field. UNHCR, ICN and Merck led a pilot project that provided 12 libraries to refugee-affected areas in the north-west United Republic of Tanzania—eight in refugee camps and four in surrounding districts. In Zambia, libraries have been provided to four camps and their host districts.

Merck's involvement in refugee health programmes is not limited to sub-Saharan Africa. The Merck Foundation has also supported UNHCR to produce specific HIV information-education-communication materials in Arabic for use in the Middle East and North Africa. With Merck support, UNHCR is also working with the United Nations Population Fund (UNFPA) and the Female Health Foundation to introduce the female condom in the Bhutanese refugee camps in Nepal.

As with many similar efforts, funding for the expansion of successful pilot programmes presents challenges for these diverse initiatives. Building sustainable levels of funding and political support for HIV prevention activities and services among refugee populations continues to be a major focus of work for UNHCR.

UNICEF and Kimberly-Clark: Supporting Programmes for Vulnerable Children

Since 2001, the Kimberly-Clark Corporation, home to some of the world's most recognized brands, has provided US\$ 5.2 million to increase UNICEF's (United Nations Children Fund) capacity to deliver programmes that provide life-saving supplies, health care, nutrition, education and income-generation skills to give vulnerable orphans a chance for a better future. Kimberly-Clark has, in fact, been the largest supporter of UNICEF programmes to protect and care for children orphaned and made vulnerable by AIDS, and their funding has helped to leverage an additional US\$ 10 million from United States donors through challenge match mailings. In 2006, this partnership earned Kimberly-Clark a United States Chamber of Commerce Corporate Citizenship award in the International Community Service category.



A child orphaned by AIDS in Lesotho.
Credit: United States Fund for UNICEF

Kimberly-Clark grants are structured to allow UNICEF to dedicate the funds to the areas of greatest need, under the umbrella of child-headed households or orphans and vulnerable children. The company's funding supports efforts to ensure education (school attendance by orphans has increased in 15 countries around the world) as well as efforts to facilitate the development of national plans of action, in which governments in the sub-Saharan African region

commit to provide a package of essential services to orphans and vulnerable children. In recent years, Kimberly-Clark's generosity has also helped UNICEF to:

- train 220 staff in China to implement community-based care activities for HIV-infected and affected children, mothers and families;
- provide food, medical supplies, immunizations and growth monitoring for nearly 200 orphans and vulnerable children in Lesotho, and to provide treatment for babies with HIV; and
- support a range of programmes including efforts to prevent mother-to-child HIV transmission, train foster parents, and educate young people. Programmes have benefited approximately 335 000 children and their families in Latin America and Africa.

The matching grant component of Kimberly-Clark support, in which the company agreed to match other donations dollar-for-dollar, has generated millions of dollars in additional funding for UNICEF. A mailing to prospective donors that includes a matching grant offer brings in approximately 25% more gross revenue than a normal direct marketing mailing.

Demonstrating impact of programmes such as these can be challenging. When a company tries to explain its philanthropy to employees and customers, the importance of helping countries develop national plans of action may not be immediately apparent. UNICEF helped Kimberly-Clark to illustrate the importance of its efforts by collecting personal stories to share on the individual lives impacted and to gather numbers from various small projects that thrived with Kimberly-Clark support. The company's generous and intelligent support of UNICEF has helped make a difference to thousands of children and families affected by HIV around the world.

WFP and TNT: Partnering for HIV Prevention in the Transport Sector

The World Food Programme (WFP) brings food and related goods to people in need; and many of these lifesaving supplies move by truck. At the time of the 2004-2006 southern Africa food crises, WFP procured more than 30% of the region's transport business, delivering approximately one million tons of food aid. In many regions in which WFP works, however, truck routes are linked with the movement of goods, and also of HIV.

As WFP recognized that its operations might inadvertently create conditions for the spread of HIV, the global express delivery company TNT was also taking notice of the human and economic impact of the disease. Building on previous partnership activities, WFP and TNT embarked on a new public-private initiative to improve the health and well-being of transport workers. Working together, WFP and TNT mobilized cross-sectoral support to establish two wellness centres for truck drivers, one at the Mwanza border and the other at the WFP warehouse in Blantyre.

Wellness centres are semi-mobile, renovated shipping containers situated at carefully identified areas such as border points or transit towns, where transport workers congregate and sex work and other informal trade flourish. Health services and information provided at the wellness centres are specifically aimed at truck drivers and sex workers, although community members are not turned away. The centres provide information and education on sexual reproductive health, HIV and sexually transmitted infections, condom demonstration and distribution, and referrals to HIV testing and treatment programmes. The Mwanza centre also provides management of sexually transmitted infections, as well as treatment for common ailments.

The wellness centres are truly multipartner, multisector collaborations. GDC Whelson, the largest transport company in Malawi, donated the shipping containers that house the facilities; the Government of Malawi provided the location and supplies the basic drugs free of charge. The centres are operated by local nongovernmental organization Banja La Mtsogolo (BLM) which, along with UNFPA, provide condoms; the international nongovernmental organization PSI provides educational materials; and the Malawi Business Coalition Against HIV/AIDS and the Malawi Road Transport Operators Association promote the services among their members.



The Muyende Bwino wellness centre in Malawi.
Credit: WFP/ Laura Melo

The project has allowed WFP to build bridges between the corporate sector and national governments, development agencies, donors, AIDS organizations, local service providers and United Nations agencies. Because it was a major employer of transporters in the region, WFP was able to approach private transport companies to support the establishment of the wellness centres. The organization has also been able to use its visibility with the media to draw attention to the wellness centre initiative.

The wellness centres did not develop overnight, and were not without hurdles to overcome. Challenges have included ensuring the sustainability of the centres, maintaining the facilities, adjusting operating hours to truckers' needs, ensuring that clinic staff are supported, and balancing the needs of the primary audience—truck drivers and their partners—without excluding community members.

It became evident through the development of the project that truckers are aware of their vulnerability to sexually transmitted infections and will use services if they are convenient, discreet and do not require them to leave their trucks unattended. Major lessons included the need to provide health services, treatment referrals and follow-up and HIV counselling, testing and clinical services, in addition to information. Clients access services mostly during peak seasons, indicating the need to consider introducing mobile clinics where transport flow is seasonal and static clinics where client flow is constant.

WFP and TNT also realized early in the project that the effectiveness of the wellness centres would depend on drivers having continued access to care and treatment along their routes. Because the project's growth targets were beyond the resources of either WFP or TNT, the two joined forces to establish the independent North Star Foundation (www.northstarfoundation.org), to mobilize the transport sector to promote the health and well-being of its employees. North Star is continuing to develop the network of wellness centres along major transport corridors in southern and eastern Africa. The foundation recently established a new clinic in Swaziland, and is currently working on new clinics in Zambia and Zimbabwe.

WFP and TNT have always emphasized the catalytic role of the two agencies' involvement in the project, while acknowledging the contributions of all partners, supporting the goal of ownership of the project by the industry itself, and ensuring the centrality of drivers and their families in decisions made about the centres. The willingness of both WFP and TNT to actively promote the contribution of all partners has helped to ensure broad support for the wellness centres from the Malawi government, UN, business, civil society and donors.

UNDP and the Private Sector in India: Partnering to Reduce HIV Risk for Trafficked Women and Girls

The United Nations Development Programme (UNDP) is working with private sector employers to help reduce the HIV vulnerability of women and girls who have been trafficked for sex work by providing livelihood skills training designed to help trainees achieve greater autonomy and financial independence.

UNDP's partners in this effort, which spanned seven Indian cities, included the HIV and Human Development Resource Network, a not-for-profit organization established with UNDP assistance to promote social service entrepreneurship; and private sector enterprises including Bata and ITC Hotels, Creative Candles, Essar Bakery, Lupin Foundation, Perfetti Van Melle, Sajitha Bakery, Satyam Computers, Sundaram Exports, Surya Masala, Taj Hotels and Taj Mahal Hotel.

Through training courses that ranged from short seven-day sessions to intensive six-month classes, the partnership helped trafficked women and girls develop new skills in a variety of areas—from catering to computers and from clothes production to jewellery setting. Trainees also attended a day-long motivational class prior to participation.

UNDP worked with partner nongovernmental organizations to identify women and girls who wished to receive training, and to link training with their interests and skills. UNDP and its nongovernmental organization partners also facilitated the involvement of the companies at all stages, from needs assessment to designing and implementing the initiative.

This pilot training effort produced a number of success stories. For example, almost all trainees in the computer course were hired into jobs in the field, as were all jewellery setting trainees. The tailoring students mounted an exhibition of their work, and have gone on to factory or boutique work. The spice packing trainees have also all started their own businesses, or were hired by companies.



A woman producing clothes in India.
Credit: UNAIDS



Corporate partners have backed the initiative by continuing the trainings, guaranteeing employability to graduates and helping the graduates launch their own entrepreneurial initiatives. In some cases, bank loans have been negotiated to help women establish their own enterprises.

This initiative is helping to advance the emerging ideal of corporate social responsibility in India, by engaging businesses in promoting HIV prevention and the rights of women and girls. According to UNDP, today's competitive business environment increasingly compels corporations to find a meaningful synergy between their economic and their social obligations. UNDP found that approaching corporate sponsors for livelihood skills training rather than financial support resulted in partners who were more committed, responsive and involved in the programme.

Among the challenges addressed by UNDP and its partners was sensitizing sponsoring companies to the needs of the trainees, and to address potential prejudice against them. On the other side, some support was required to familiarize trainees with expectations in the business world, such as the need for consistent attendance and punctuality at work. Pre-training motivational sessions were key to helping prepare the trainees and overcome obstacles related to self-esteem.

The partners involved in this effort and the Delhi-based civil society organization People for Action plan to continue and expand similar efforts in the future, and hope to encourage others to replicate this public-private partnership model across the globe.

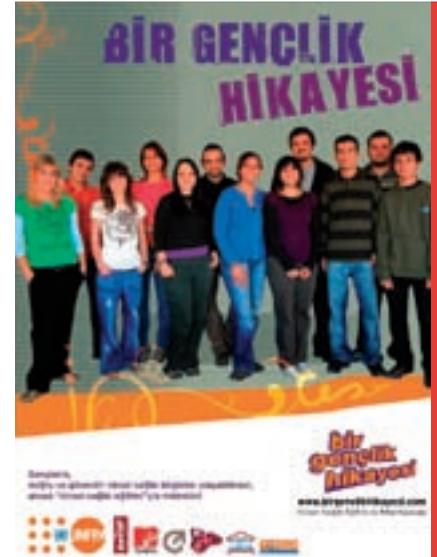
UNFPA, Levi's and MTV: Reaching Out to Young People

As in many cultures, young people's knowledge of sexual and reproductive health (SRH) and HIV issues has been limited in Turkey. The United Nations Population Fund (UNFPA) sought to bridge the awareness gap by working with private sector allies to develop a new kind of campaign to reach young people with vitally important information and engage youth in the process of advocating improved SRH education for themselves and their peers.

UNFPA collaborated with leading youth brands Levi's and MTV Turkey, and with the Turkish nongovernmental organization Youth for Habitat Association, which hosts one of the biggest youth networks in Turkey, to develop "A Youth Story", a multichannel national campaign on SRH that reaches young people through peer education and activities they enjoy most: youth-oriented TV programming, the web, concerts, youth events and festivals.

This innovative collaboration has twin objectives: to increase awareness of and create demand for SRH education among young people; and to help policy-makers understand the need to integrate appropriate SRH education in school curricula. Young people are involved in all phases of planning and implementation of "A Youth Story".

Campaign trainings help young people become effective advocates for their own education and for the information needs of their peers. Advocacy workshops reflecting key campaign messages bring together young participants from 30 provinces in Turkey. Trainees then act as advocates for other young people, reaching out to peers and creating networks of awareness on SRH. Furthermore, trainees act as advocates for young people's information needs and SRH rights with local policy and decision-makers. So far, 70 young people have been trained as key advocates. In the first six months, the campaign joined youth events at 30 university spring festivals, three international music festivals and two national youth festivals.



The campaign's poster.

The campaign web site (www.birgenclikhikayesi.com) promoted in TV programming and live events, entertains and educates through interviews, videos, music and information on SRH. Under the supervision of UNFPA, the web site helps young people find answers to questions on issues such as sexually transmitted infections, AIDS, contraception, sexuality and relationships in an atmosphere of trust and privacy. More than 66 000 people visited the “A Youth Story” web site in its first six months of operation.

As “A Youth Story” has gained popularity, local celebrities, including the lead singer of a popular Turkish rock band and a well-known TV presenter, have joined as campaign spokespeople. Further recognition came when one of Turkey’s largest banks named “A Youth Story” one of the country’s best social corporate responsibility projects, and signed on to provide direct funding and to host a donation web site for the campaign.

The smooth running of this multipartner collaboration is attributable partly to UNFPA Turkey’s experience in partnering with the private sector, and in part to the established corporate social responsibility commitment of partners Levi’s and MTV International. Their relationship with the project rapidly moved from one of sponsorship to one of partnership. UNFPA designed and coordinated the project, while private sector partners provided essential funding and in-kind contributions and contributed to raising awareness of the campaign through opening their distribution and marketing channels and by supporting the campaign media strategy. UNFPA reports that a clear explanation of UN guidelines regarding appropriate partner visibility in the project and a continuing effort to achieve balance in terms of recognizing different partner contributions helped ensure that private sector supporters received the recognition they deserved, without in any way overshadowing the purpose, effectiveness, or integrity of the campaign.

From a society which, like many, has been hesitant to discuss sexual health issues among young people, “A Youth Story” is showing that public-private sector collaboration and youth-adult partnerships can overcome all kinds of obstacles to build a healthier and better-informed future for young people.

UNODC and the Egyptian Business Coalition on HIV/AIDS: Engaging the Private Sector in the National AIDS Response

Seeking practical tools to engage the Egyptian business community in the AIDS response, the United Nations Office on Drugs and Crime (UNODC) joined Egypt's National AIDS Programme, other UN partners (notably UNAIDS, UNICEF and ILO) and the nongovernmental organization CARE in a task force to produce the Egyptian Partnership Menu, a tool to link private sector companies with innovative AIDS partnership opportunities. Produced in English and Arabic and disseminated to businesses throughout Egypt, the menu provides potential donors with an illustrative list of AIDS projects that they can sponsor at the national level and concrete examples of results that can be achieved with their support. The menu is the first of its kind in the Middle and North Africa region.



AIDS prevention materials produced by UN agencies and local nongovernmental organizations in the Middle East. Credit: UNAIDS/G. Pirozzi

In keeping with UNODC's mandate, the Egyptian Partnership Menu includes projects for HIV prevention and care among injecting drug users, including opportunities for the private sector to collaborate with UNODC to launch harm reduction projects in the nation.

The draft partnership menu was presented and reviewed at the first Workshop on Private Sector Partnership for the AIDS National Response in Egypt in January 2006. That meeting also highlighted the impact of HIV on business and the economy, and promoted business efforts to develop workplace policies on HIV based on the ILO *Code of Practice on HIV/AIDS and the World of Work*.

A second workshop in May of that year, attended by 30 companies, launched the final version of the partnership menu along with the Egyptian Business Coalition on HIV/AIDS (EBC), one of the first business coalitions on HIV in the region. EBC comprises core companies including the Coca-Cola Company, Shell, Trane, Cadbury, Bristol Myers Squibb and NAT Gas and is hosted by the American Chamber of Commerce in Egypt. UNODC and its task force partners finalized the workplan for the new organization.

The second workshop on the Egyptian private sector response to HIV aimed to provide businesses with technical support to develop and activate workplace policies and to organize HIV training sessions for their employees. The workshop also linked participating companies with potential nongovernmental organization partners with whom they could collaborate on HIV in the workplace training. UNODC contributed to developing the training programme. UNODC and its task force partners also participated in a series of regional consultations coordinated by the UNDP HIV/AIDS Regional Programme for the Arab States, which led to the development of the AIDS Business Coalition in the Arab Region (ABCAR).

Despite the accomplishments to date, there is still room to improve the response of the Egyptian private sector to the epidemic. While the fact that the 30 companies attended the second workshop was something of a milestone in the region, UNODC had reached out to more than 100 enterprises—meaning many more potential partners have yet to join the effort. The task force continues to recalibrate its efforts to expand the involvement of the Egyptian business community, in hopes of increasing both the impact of this effort, and the business community's sense of ownership of the HIV response in the year ahead.

The ILO and the Agriculture/Transport Sectors in Uganda: Addressing HIV in the World of Work

To be effective, HIV education and services must go to where the people in need are. Harvest season brings thousands of workers to the vast tea and sugar plantations of Uganda. The International Labour Organization (ILO) is there as well and through its tripartite structure is working with employers and trade unions to implement the *ILO Code of Practice on HIV/AIDS and the World of Work* to reach at-risk migrant and mobile workers in the agricultural and transport sectors.

What the ILO is doing— The ILO provides advisory services on policy development and workplace mobilization, arranges training to develop the competencies and structures that sustain HIV awareness in the workplace, and supports the development of education materials addressing the HIV-related information needs and concerns of workers. These workplace interventions reduce stigma through policies, agreements and education to promote the principle of non-discrimination and encourage a supportive work environment and open discussion of HIV issues. The ILO works with private enterprises to ensure the availability of free services such as voluntary counselling and testing, care to prevent the transmission of HIV from mother-to-child, and condom availability for workers and for members of the surrounding communities. As a result, workers in locations such as the Uganda tea and sugar plantations are increasingly accessing counselling and testing services and medical support and care, including antiretroviral therapy.



A villager around tea and sugar plantations in northern Uganda.

Credit: UNAIDS/ L. Alyanak

ILO efforts to increase private sector recognition of the impact of HIV have also led to the development of sustainable prevention and impact mitigation measures, such as staff recruitment and personnel practices that help to reduce HIV vulnerability. These include minimizing family (spouse) separation by instituting flexible housing provisions that enable workers to live with spouses at the workplace; enabling families to seek appropriate housing in the vicinity of the estates; and targeting worker recruitment to nearby villages, rather than outsourcing casual employees from distant districts.

The ILO also works to ensure social protection through the development of peer-support groups of workers with HIV and small credit financing to facilitate the establishment of micro-business projects among workers with HIV. It continues to identify, document and share good practices to increase the profile of innovative and effective private sector contributions to the AIDS response. In collaboration



with its social partners, UNAIDS and Uganda's National Chamber of Commerce, the ILO is working to mobilize the private sector and identify the extent of workplace implementation of HIV responses. The Federation of Ugandan Employers has been a leader and champion in the development of workplace responses for nearly 20 years.

Challenges and opportunities—Complicating these efforts is the fact that the ILO frequently works in situations in which workers' remuneration is tied to the day's output. Pressure to produce in seasonal businesses such as agriculture and related transport can constrain the effectiveness of workplace HIV programmes, as most employers will not pay for time spent on HIV-related activities. Building the commitment and support of management—which is crucial to ensuring sustainability of workplace interventions—is a continuing challenge for the ILO and its partners.

Commercial agriculture enterprises are also subject to frequent changes in ownership and management, which requires continuing work and relationship building to convince new management of the vital importance of HIV services for their workers. Other challenges include the need for enhanced psychosocial and economic support to enable workers to effectively cope with HIV. Finally, the high turnover among seasonal workers presents additional challenges related to providing a continuity of services to the ever-changing workforce.

Trade unions are vital to supporting employers in the development of workplace policies and programmes, providing HIV education and services to members, and helping ensure continuity and sustainability. In India, the five leading trade unions—which together reach millions of workers—have united in a joint statement of commitment that endorses the *ILO Code of Practice on HIV/AIDS and the World of Work*, and calls for confidentiality, non-discrimination, and the provision of HIV prevention, treatment, care and support for workers.

Elsewhere, ILO continues to work to build the capacity of trade unions to develop and implement HIV programming and services, and engage management to address HIV from the perspective of the workers' rights. The UNAIDS Best Practice Collection document, *Global Reach: How Trade Unions are Responding to AIDS – Case Studies of Union Action* (ITUC, Global Unions, ILO, UNAIDS, 2006) provides valuable information and case studies examining the central role of trade unions in protecting the health and human rights of workers worldwide. ILO has also recently developed a *Toolkit for Workers in the Informal Economy* (ILO, 2006) adapted to realities of workers who may be difficult to reach through conventional workplace programmes.

UNESCO and L'Oréal: Raising AIDS Awareness

Beauty transcends national borders, and a trip to the hairdresser is a ritual in almost every country in the world. When the United Nations Educational, Scientific and Cultural Organization (UNESCO) was looking for a private sector partner to help educate a mostly female global audience about HIV and AIDS, it turned to L'Oréal Professional Products. In 2005, through the initiative of Lady Owen-Jones, UNESCO Goodwill Ambassador for HIV/AIDS Prevention Education, the two organizations created Hairdressers Against AIDS, aimed at raising awareness of HIV by sensitizing hairdressers about HIV and encouraging them to talk about personal risk with their customers.

Knowing that hair salons are excellent locations for information sharing and exchange, UNESCO saw a golden opportunity in partnering with L'Oréal—an opportunity to ensure that the company's network of 190 training centres and 1.2 million professionals are reached with reliable information on HIV and AIDS.

Hairdressers in L'Oréal's 400 000 partner salons around the world take courses at the training centres in more than 50 countries. The UNESCO training module—integrated into L'Oréal's professional training system—provides simple, factual and accurate information on HIV. Hairdressers who graduate from the training programme UNESCO designed with L'Oréal relay their knowledge to clients in salons in every corner of the world.



Lady Owen-Jones awards diplomas to participants in the inaugural session of the country programme in Beijing, China, 17 September, 2006. Credit: L'Oréal Beijing



To date this innovative programme has already been implemented in numerous countries, including Argentina, Brazil, China, France, Germany, India, Italy, Malaysia, Poland, Portugal, Spain, Thailand, and the United Kingdom. Programme materials include videos, quizzes, educational materials and posters available in multiple languages, enabling hairdressers to share information adapted to different cultures with their clients. Trainees are informed about how to get further information locally. In each country, implementation is adapted and enhanced according to local needs and interest. Activities have been organized around World AIDS Day, media and hairdressing celebrities have been mobilized, funds have been raised, and L'Oréal has teamed up with other partners to enhance impact.

The UNESCO/L'Oréal training course is estimated to have reached 50 000 hairdressers by the end of 2006 and was awarded the Global Business Coalition's 2006 Award for Business Excellence. The programme has been embraced with enthusiasm by L'Oréal staff, hairdressers, and the public. It will be extended to all countries where L'Oréal is present in the near future. For more information please visit www.hairdressersagainstaids.com.

WHO and Johnson & Johnson: Strengthening Procurement and Supply Management of Antiretroviral Drugs and Diagnostics

Managing the movement of HIV antiretroviral drugs and diagnostics presents significant challenges, especially for struggling developing world health facilities. Anticipating need, ordering and moving appropriate quantities of drugs and diagnostics, overcoming supply chain bottlenecks and dealing with storage and security issues can strain the human and financial resources of even the best financed medical centres in the developed world.

The Global Fund to Fight HIV/AIDS, Tuberculosis and Malaria and the World Bank Multi Country HIV/AIDS Program are both funders that needed assurances that grant recipients had a solid strategy in place to procure and manage the supply of antiretroviral drugs and diagnostics, to ensure they consistently and efficiently reached people in need. With the financial support of the Johnson & Johnson Family of Companies Fund, the World Health Organization's (WHO) AIDS Medicines and Diagnostics Service responded to this pressing need by developing a series of workshops and onsite visits designed to increase the capacity of grant recipients to move and manage vital drugs and diagnostics.

Addressing the myriad challenges of drug and diagnostic procurement requires a multifocal response. WHO trained regional consultants to support countries in preparing, revising and implementing Procurement and Supply Management (PSM) plans; developed workplans to strengthen their national PSM systems and address the main PSM problems confronted by each country. Partners in this effort included the Global Fund, several UN agencies and different departments and offices of WHO.



Health worker distributing ARV drugs to a support group for people living with HIV in Africa.
Credit: UNAIDS/G.Pirozzi

The workshops produced an exceptional response, drawing 91 Global Fund grant recipients from South-East Asia and Western Pacific countries to Bangkok, 64 grant recipients from sub-Saharan Africa to Nairobi, and 53 recipients from Eastern and Southern Europe to Moscow. Participants were trained in areas such as drug selection, procurement management, logistics, information systems management and compliance with Global Fund quality assurance guidelines. WHO supported the workshops through fundraising, planning, implementation and coordination of joint activities. Partners in this effort contributed their technical expertise throughout the process.

Information networks created through the workshops allowed the sharing of best practices and country experiences on aspects of procurement ranging from identifying suppliers to managing prices, quality and regulation. But the most convincing evidence of this programme's value may be the fact that participation in the procurement and supply management workshops sped the flow of drugs and diagnostics by cutting the average time for procurement plan development and implementation from months to weeks. In all, 26 procurement and supply management plans were developed and approved as a result of these programmes, with the potential of unlocking nearly US\$ 400 million from the Global Fund.

The demand for support from WHO exceeded expectations. The project maximized its impact by promoting an integrated approach addressing PSM needs related to HIV, tuberculosis and malaria and promoted the harmonization of policies, procedures and practices at the country level. A total of 372 national PSM professionals and consultants, UN agency staff and partners have been trained in key areas of PSM of HIV, tuberculosis and malaria medicines.

Through this effort, WHO and Johnson & Johnson were able to work together to leverage the contribution of more than a dozen expert agencies to help transform the availability of lifesaving drugs and diagnostics from a promise to a reality.

World Bank – IFC and Serena Hotels: Implementing a Wellness Programme

Guests of the Serena Hotels Group, East Africa's largest hotel chain, have come to expect a special experience in which all their needs are cared for. What may not be apparent to guests, at least when they first arrive at a Serena property, is that—through a partnership with the International Finance Corporation (IFC), the private sector arm of the World Bank Group—the hotel chain has also become a leader in promoting the wellness of its employees and the surrounding community.

Serena employs more than 2300 people at 19 hotels and lodges that serve the booming tourism industry at beaches, parks and game reserves in Kenya, Rwanda, Uganda, the United Republic of Tanzania and Zanzibar. But, while Serena offers its guests a chance to “get away from it all”, the company could not escape the realities of the world around it. Between 1998 and 2002, Serena lost 35 employees to AIDS in Kenya alone. The company's insurance provider cancelled its coverage and HIV rates continued to climb. When Kenya's National AIDS Control Council launched a campaign to engage private sector response to the disease, Serena's management took up the challenge.

The company developed a comprehensive HIV workplace and community programme. The programme was designed to reduce the vulnerability of employees and their families to HIV infection; lessen the adverse impact of HIV on those affected; and eliminate stigma and discrimination against employees infected and affected by HIV.

IFC provided training in programme monitoring and evaluation; provided seed funding to support the implementation, monitoring and evaluation of Serena's HIV activities; and through a collaborative



Serena Hotels' wellness educators explain to the local communities at Samburu Serena Safari Lodge how to treat a mosquito bed net, Kenya.
Credit: World Bank/ Martin Mpungu Lutalo



effort with the nongovernmental organization NOPE offered technical support in the development of a training programme of wellness champions in Kenya. To date, the collaborative effort has:

- trained 175 employee wellness champions, who promote awareness, education and behaviour change among fellow employees. Serena supports these staff educators with materials, training and incentives to support their work; and
- provided voluntary HIV counselling and testing, with pre- and post-test counselling, at the company's properties, as well as free condoms to employees with the support of Family Health Options Kenya (FHOK), installing condom dispensers in all the facilities where staff change and shower.

AIDS-related deaths among Serena employees declined from more than 35 in the five years before the programme began, to eight over the next five years. The company's employee life insurance premium fell by US\$ 90 000 due to reduced death claims. HIV infections among staff have fallen, absenteeism has dropped, and the company is operating more efficiently. In 2007, with IFC's continuing support, the company transformed its AIDS effort into a comprehensive wellness programme, covering a wide range of health and wellness issues. The expanded wellness programme now also promotes active healthy lifestyles designed to reduce injuries; sexually transmitted infections; communicable diseases such as malaria, tuberculosis, and typhoid; lifestyle illnesses such as diabetes, hypertension and heart disease; sexual harassment; alcohol and drug use; and violence. HIV remains a central focus of the effort.

Serena has also introduced the Serena Maisha Spa, which provides guests with services, products and information on optimal nutrition, health, wellness and lifestyle modification during their stay. The company also participates in community outreach efforts, providing information and tools such as insecticide-treated bednets to reduce the risk of malaria, with company support.

Serena's experience demonstrates that programmes to improve employee wellness are strongly justified by the costs and benefits to the company. Programme implementers report that, as with national responses, support from the top of the organization and appropriate resources helped to ensure that the company could mount a truly effective response to HIV and other health problems.

Looking forward, Serena and IFC plan to continue their collaboration by broadening and deepening the wellness programme across various locations. The company's experience shows that implementing an effective workplace wellness programme is not only the hospitable thing to do—it pays benefits in employee well-being, while creating a healthier enterprise and a stronger bottom line.

UNAIDS and MTV: Empowering Young People to Protect Themselves from HIV and to Fight AIDS-related Stigma and Discrimination

Virtually anywhere in the world you can find a TV, there is a good chance a youth will be watching MTV. And whether you watch your MTV in Japanese, French or Swahili, it will not be long before you see programming from the network's much heralded youth education campaign, *Staying Alive*.

The Joint United Nations Programme on HIV/AIDS (UNAIDS) is a core partner in the multimedia *Staying Alive* campaign, which works to empower young people to protect themselves from HIV and to fight AIDS-related stigma and discrimination. Since *Staying Alive* first aired in 1998, UNAIDS has joined with MTV to make sure that the campaign provides accurate, up-to-date information and stories that help young people understand their risk for HIV and how they can protect themselves and others.

Everywhere HIV spreads, it takes a particularly heavy toll on young people. Almost half of all new infections worldwide are among young people between the ages of 15 and 24 years. What is more, young people often lack access to essential information on HIV and the means to protect themselves from the virus.

UNAIDS believes that effective HIV prevention and education, especially targeted to young people, can significantly reduce the epidemic and the stigma and discrimination that drive it. Yet, reaching young people at risk with lifesaving information has often proven difficult. For example, while 74% of primary schools and 81% of secondary schools in 58 countries report providing AIDS education, fewer than 50% of young people are knowledgeable about AIDS.

What accounts for the disconnect, and how can it be overcome? Part of the problem may be found in the messages and approach of some HIV education efforts. Studies consistently show that prevention programmes that lecture or attempt to frighten young people are ineffective. *Staying Alive* takes another approach, one that focuses on informing and involving young people.



Judges and award winner of the MTV 48Fest film competition themed around AIDS.

Credit: MTV Networks Europe

The multimedia campaign includes full-length programming such as documentaries about young people living with, impacted by and responding to HIV; concert events featuring some of the biggest stars of the international music scene; discussion programmes; public service announcements; sexual behaviour polls; a dedicated, multilingual web site (www.staying-alive.org); and off-air marketing and grassroots promotions, all designed to reinforce the *Staying Alive* message on information, support and empowerment for young people.

All *Staying Alive* programming is offered rights free and at no cost to any TV and radio broadcaster that wants to use it. As a result, *Staying Alive* regularly reaches more than 90% of the top 50 AIDS-affected countries. Since the beginning of the campaign, Viacom, MTV's parent company, has committed well in excess of US\$ 200 million in advertising across its TV, radio and outdoor properties.

Staying Alive is an example of how effectively the expertise of a UN organization and the experience in entertainment and outreach available in the private sector (MTV) combine to make a powerful product. Other partners in this truly collaborative public-private partnership have included the World Bank, the Kaiser Family Foundation, Family Health International's YouthNet, Population Services International's YouthAIDS, the National AIDS Trust (United Kingdom), the Nelson Mandela Foundation, the Bill & Melinda Gates Foundation, the Paul G. Allen Charitable Foundation, and private sector supporters such as Levi's Jeans and some of the world's leading advertising agencies such as Lowe, Ogilvy, WK12, Y&R, and 180, which have joined to produce HIV prevention messages that reach and impact young people. Artists, sports stars, celebrities and political leaders from across the world—from Bollywood movie stars to top African pop music stars and United States sports stars—have also participated, helping to make *Staying Alive* one of the best-known and longest-running HIV prevention campaigns ever.

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