

**FACT SHEET**  
**APPLIED RESEARCH PHASE TWO**  
**May 2010**

**DEVELOPING AND IMPLEMENTING HIV AND AIDS WORKPLACE POLICIES,**  
**by SAN! partner organizations in Ethiopia**

**Introduction**

- SAN! Ethiopia project objective* Develop and strengthen organizational capacity of 35 non-governmental organizations (NGOs) to respond to the challenges of HIV and AIDS within their organization. The project runs from July 2007 to June 2010.
- Project management* A (full-time) local Programme Coordinator (PC); a local Steering Group with representatives of 7 participating NGOs and other stakeholders; supported by a Dutch Project Coordinator.
- Aim of applied research (AR)* To provide information to inform SAN! project management and NGO managers on how to direct or redirect activities for successful HIV and AIDS workplace policy (WPP) development and implementation.
- AR phases* There are three AR phases during the course of the SAN! project, focusing on: (1) Baseline data gathering and process of WPP development (June to December 2008); (2) WPP development and start of implementation (June to December 2009); (3) Implementation and effects of WPP on workers and organizations (January to June 2010).

**Study methodology of AR Phase Two**

- Main objectives* Document the process of WPP development and start of implementation in partner organizations, and identify promising practices and challenges in the development and implementation of a WPP.
- Sampling of NGOs* Purposeful sampling of 11 NGOs with a draft or final WPP, with even distribution of Cordaid and Oxfam Novib partner NGOs.
- Data collection methods, tools, and sample size*
- In-depth interviews (IDIs) with 18 managers and HIV Focal Point Persons (FPPs); 6 women and 12 men; using a question guide;
  - Focus group discussions (FGDs) with a total of 65 mid-level and support staff; 36 males and 29 females; with a topic guide;
  - Observations of: NGOs' WPPs; provision of HIV and AIDS information, education, and communication (IEC) materials; provision of condoms; presence of AIDS corner;
  - Data collection in the period October to December 2009.
- Background of the 11 NGOs*
- All are secular;
  - 3 do HIV specific work; 8 do HIV integrated development work;
  - 6 NGOs are health related;
  - Number of staff ranged from 8 to 190;
  - SAN! donors: 5 Cordaid, 5 Oxfam Novib, 1 NGO funded by both donors.
- Variables and themes* Status of the WPP; key actors in WPP development; major components/elements of the WPP; implementation activities; challenges; support structures; sustainability measures; effects; promising practices; suggestions for better development and implementation of WPPs.
- Research team* Data were collected and processed by the two local consultants: the principal investigator and assistant from the University of Addis Ababa, Department of Public Health; report written by the two local consultants; advice by consultant from the University of Amsterdam.
- Analysis* Data organized by theme, categorized, and entered into spreadsheets; manual analysis.

## WPP development

- Status and type of WPP*
- 6 with draft policy, 1 with final policy, 4 with fully implemented final policy;
  - 8 stand-alone WPPs; 3 as part of Human Resources policy.
- Motivations for development of WPP*
- (Motivations often in combination)
- Impact of the HIV and AIDS epidemic in Ethiopia, and thus on staff;
  - Management feeling responsible for staff; moral obligation for HIV organisation to address HIV and AIDS in the workplace;
  - Respond to national guidelines, and guidelines of donors;
  - Create HIV awareness among workers so they can improve their work in communities;
  - Need for guidelines for managers in caring for staff living with HIV and AIDS.
- Ways of developing WPP*
- Consultant and members of staff developed WPP (in 7 NGOs);
  - Management or FPP and staff developed document (in 4 NGOs);
  - Reported participatory process in 8 NGOs through: group discussions, workshop, meetings to discuss opinions and ideas on draft WPP, starting with need assessment of staff (in 1 NGO);
  - In 7 FGDs staff reported to have participated in development.
- Resource documents used*
- National documents including the Ethiopian HIV and AIDS policy and Ethiopian Labour Law;
  - International Labour Organization (ILO) code of conduct;
  - Documents on WPP through SAN! Ethiopia office;
  - SAN! documents Good Donorship Guidelines (5 NGOs); Budget Tool 'What's it likely to Cost' (4 NGOs).
- Communication of WPP to staff*
- Organizing workshops (6 NGOs);
  - Distributing WPP to all departments;
  - Distributing WPP to all staff;
  - Orientation of all new staff on WPP (4 NGOs);
  - No communication of WPP (3 NGOs).
- Issues of contention – reported by 5 NGOs*
- Coverage of treatment and support to family members – too expensive?
  - Condom provision – encourage promiscuity?
  - Having monetary contributions by staff to fund activities – in some NGOs staff contribute;
  - Paid leave for staff living with HIV – too expensive?
  - How to deal with grievances and breaches of confidentiality.
- Basic elements in policy (mainly similar)*
- Creation of awareness by access to IEC, peer education, etc.;
  - Promotion of non-discriminating environment – anti-discrimination measures;
  - Ensure confidentiality – disciplinary measures when breached;
  - Prevention: condoms (in 8 NGOs); protective gear for staff in health NGOs;
  - Facilitate access to free ART services (7 NGOs); (part-)access to treatment through insurance (6 NGOs);
  - Gender equality (stand-alone gender policy in 8 NGOs);
  - Monitoring with formulated indicators (in 6 NGOs). Indicators include: staff awareness; IEC materials available; attendance of discussion sessions; VCT utilization; condom uptake; incidences of stigma and discrimination; benefits uptake; absenteeism; coverage of medical costs; sick leave; referrals.
- Support structure in NGOs*
- FPPs in 10 NGOs (in the eleventh NGO the FPP had just resigned) – all FPPs received capacity building by SAN! Ethiopia;
  - Committee for WPP implementation (in 3 NGOs).
- Activity plan*
- 4 NGOs have developed an activity plan and budget with the WPP

## WPP implementation

- Status of implementation*
- All NGOs have at least one HIV related activity – all say these are an effect of WPP, although not always part of official activities in activity plan;
- Activities*
- IEC material provision in 9 NGOs: posters and leaflets (9 NGOs); newspaper clippings (5 NGOs); audiovisuals (4 NGOs);
  - AIDS corner in one NGO; in another a resource centre; and another a display board;
  - Awareness raising sessions in 9 NGOs: in regular staff meetings (3 NGOs); social gatherings – traditional coffee ceremonies (2 NGOs); informal meetings (9 NGOs);

- Training on HIV in 8 NGOs: for all staff (4 NGOs); training topic based on expressed needs of staff (4 NGOs);
- Counselling in 3 NGOs; in one NGO peer counselling;
- VCT promotion in 5 NGOs – 2 NGOs organized VCT days for staff and established link with VCT centre;
- Free condom supply for staff (5 NGOs) – 4 NGOs buy them themselves, one gets them for free;
- Social committees for support of sick staff in 5 NGOs;
- Special AIDS funds with regular contributions of 1% of salary by staff;
- Disclosure encouraged in 5 NGOs.

*Effects of WPP felt by managers and staff*

*Effects of WPP were felt by managers and staff in 9 NGOs, related to:*

- Increased awareness of HIV and AIDS;
- Increased availability and use of IEC and prevention materials, including condoms;
- Staff participation in contribution to AIDS fund;
- Disclosure of HIV+ staff (in 4 NGOs);
- Staff see positive (future) developments: openness to talk about HIV and AIDS; help in HIV prevention and minimising stigma; giving directions for support of HIV positive staff;
- No (foreseen) negative effects reported (in IDI and FGD).

*Sustainability measures*

*6 NGOs take or have planned sustainability measures, including:*

- Writing WPP activities into general organization's budget;
- Fundraising for WPP from other than SAN! donors;
- Establishing/strengthening social fund for the sick to reduce costs;
- Providing linkages with services for IEC and prevention materials;
- Building strong networks of SAN! NGOs.

*Promising practices*

- Development of WPP in a participatory process with all levels of staff;
- Social committees for care and support;
- The establishment of AIDS funds: staff initiative for monthly financial contribution for AIDS fund, and management provide annual contribution to the same fund;
- Continuous provision of condoms for staff (available in the AIDS corner);
- Management commitment for implementation of WPP;
- Involvement of PLHIV;
- Appointment of an FPP;
- Setting up a committee for HIV and AIDS;
- Taking time for HIV discussions during routine meetings and coffee ceremonies;
- Special consideration for gender specific issues while designing WPP;
- Already starting activities before approval and/or receipt of donor funds;
- Proposals for sustainability;
- Senior staff living by example – for instance, openly going for VCT;
- Networking with other agencies for services for IEC and VCT;
- Continuing capacity building by SAN! and associates;
- Establishing AIDS corner;
- Assessment of staff needs before starting training.

*Factors reported facilitating WPP implementation*

- Committed management (supported by initiation workshop on WPP for directors, creating awareness that HIV and AIDS is a workplace issue);
- Presence of support structure, including HIV and AIDS committee and FPP;
- Involving staff of all levels in development and implementation of WPP;
- Technical guidance from SAN! PC and lead organizations – through training, workshops, field visits, and sharing of IEC materials;
- Networking of SAN! NGOs with outside organizations, for IEC, condoms, and establishing referral services.

*Expressed (future) challenges in development and implementation of WPP activities*

*10 NGOs reported challenges – 1 reported no challenges:*

- Financial constraints for activities because no funds received from donor (8 NGOs);
- Heavy workload leaves little time for WPP activities (2 NGOs);
- Hesitance to disclose in small NGO where it is difficult to ensure confidentiality;
- Lack of management commitment (in 1 NGO);
- Lack of materials for IEC (resolved);
- Lack of time for FPP (10 work part-time).

## Progress since first phase and recommendations

### *Progress since first phase (for the 11 NGOs)*

- More have draft or final WPP compared to AR Phase One: none to draft WPP (2 NGOs), draft to final WPP (1 NGO);
- Staff are more involved in WPP development and activities (after SAN! Ethiopia capacity building of managers and FPPs);
- All now have an FPP;
- All now use documents received from SAN! Ethiopia – before it was just one NGO;
- Condoms regularly available for staff in 5 NGOs – before in no NGOs;
- Five NGOs promote VCT – up from 3 in Phase 1;
- Three NGOs now have official support mechanism for HIV+ staff – one before;
- Three NGOs have a committee for WPP – none before;
- Four have an activity plan and budget – in Phase 1 only one NGO;
- Four involved PLHIV in their activities – in Phase 1 only one NGO.

### *Recommendations to partner organizations*

- Speed up the effort of implementing WPP, especially with regard to HIV and AIDS education and prevention;
- Put much effort and increase emphasis on promoting VCT;
- Communicate every detail of the policy to staff;
- Establish and communicate cautious confidentiality procedures;
- Involve PLHIV;
- Set up structures that are central to the workplace, such as HIV and AIDS committees;
- Design a monitoring system with measurable objectives;
- Appoint an FPP with dedicated time and clear descriptions of responsibility;
- Develop and strengthen a peer counselling program;
- Work on establishing a network among SAN! Ethiopia partner NGOs;
- Start (or continue) implementing activities that do not cost money.

### *Recommendations to PC and Steering Group*

- Continue facilitating establishment of networking among SAN! Ethiopia NGOs;
- Continue organizing capacity building and sharing of experiences workshops;
- Continue facilitating linking and learning – share promising practices between organizations;
- Facilitate networking for NGOs with outside stakeholders for services and capacity building.

### *Recommendations to donors*

- Scale up support for WPP implementation, helping NGOs to have appropriately funded programs integrated into existing structures;
- Quick release of funds for WPP.