



HIV/AIDS

BUSINESS COALITIONS:

Guidelines for Building Business Coalitions against HIV/AIDS



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HIV/AIDS BUSINESS COALITIONS:

Foreword



Guidelines for Building Business Coalitions against HIV/AIDS provides practical, operational, timely and relevant information to companies and leaders in the private sector who want to combine forces in the fight against HIV/AIDS. It includes lessons learned and examples on how to form or enhance the effectiveness of a business coalition to fight HIV/AIDS. This toolkit can be used as a step-by-step guide or as a reference when facing specific strategic or operational challenges.

This book uses the term “business coalition” throughout. The authors recognize that similar and complementary roles can be played by other organizations, including chambers of commerce, trade unions, employer federations and other business associations. This toolkit is designed to assist any group of private sector representatives that is interested in supporting companies as they act against HIV/AIDS.

This toolkit is not intended to be a definitive or exhaustive document; rather, its goal is to provide key principles and frameworks for building a coalition. It is important to acknowledge that in many countries business coalitions are in the process of being formed or are already successfully functioning. For a list of existing business coalitions and related resources, see Appendix 1: “List of Resources and References.”

Finally, this guide was developed as a living document, as we continue to learn and gain experience every day. The partners involved and the national business coalitions fully intend to review the toolkit on an annual basis to incorporate new examples and more effective strategies in building support for private sector engagement in the fight against HIV/AIDS.

Acronyms



ABC on AIDS	Asian Business Coalition Against AIDS
ART	Antiretroviral Therapy
ARV	Antiretroviral
BBCA	Botswana Business Coalition on AIDS
CEN	National Business Council for the Prevention of HIV/AIDS, Brazil
DFID	Department for International Development
FHI	Family Health International
FSE	Federation of Swaziland Employer
GBC	Global Business Coalition on AIDS
GHI	Global Health Initiative, World Economic Forum
ILO	International Labour Organization
KHBC	Kenya HIV/AIDS Business Council
MAP	Multi-Country HIV/AIDS Program for Africa, World Bank
NABCOA	Namibia Business Coalition on AIDS
NAC	National AIDS Council/Commission
NACC	National AIDS Control Council
NIBUCAA	Nigerian Business Coalition Against AIDS
NGO	Non Governmental Organization
PEF	Private Enterprise Foundation
PLWHA	People Living With HIV/AIDS
PSCAAL	Private Sector Coalition Against AIDS — Lesotho
SABCOHA	South African Business Coalition on HIV/AIDS
SBC	Swaziland Business Coalition on HIV/AIDS
SME	Small- and Medium-sized Enterprise
STD	Sexually Transmitted Disease
STI	Sexually Transmitted Infection
TBCA	Thailand Business Coalition on AIDS
UBC	Uganda Business Coalition on HIV/AIDS
UNAIDS	Joint United Nations Programme on HIV/AIDS
VCT	Voluntary Counseling and Testing
WBG	The World Bank Group
WEF	World Economic Forum
ZBCA	Zambia Business Coalition on HIV/AIDS
ZHABS	Zambia HIV/AIDS Business Sector Project

Table of Contents



Acknowledgements	iii
Foreword	v
Acronyms	vi
Table of Contents	vii
Overview	1
I. Why Form a Business Coalition Against HIV/AIDS?.....	3
II. Developing a Business Plan	5
III. Assessing the Need for a Business Coalition	9
IV. Mission and Vision Statements	11
V. Strategic Plan.....	15
VI. Organizational Plan	33
VII. Financial Plan.....	41
VIII. Legal Considerations	45
IX. Operationalizing the Coalition	47
X. Monitoring, Evaluation and Reporting	55
Appendix 1: List of Resources and References	61
Appendix 2: Checklist for Forming a Business Coalition Against HIV/AIDS.....	75
Appendix 3: Sample: Making the Case — HIV/AIDS and the Private Sector	76
Appendix 4: Template for Conducting a National Situational Analysis	78
Appendix 5: Key Questions in Development of a Mission Statement	79
Appendix 6: Product/Service Assessment Framework	80
Appendix 7: Sample Pledge Document	82
Appendix 8: Organizational Charts of Existing Business Coalitions	83
Appendix 9: General Organization Income Statement (Financing Versus Projected Expenses).....	85
Appendix 10: Framework Matrix — How to Develop a M&E Framework	86

Overview



HIV/AIDS undermines the social and economic fabric of societies. Beyond the human tragedies, HIV/AIDS degrades the health and education of a nation's citizenry. Current and future workforces are at an increasingly higher risk, as the epidemic disproportionately affects people during their most productive years. HIV/AIDS can increase the costs of doing business and reduce the long-term business potential of markets. It can also impact the investment environment and inflows of foreign capital.

As a vital part of society, businesses increasingly are responding to the epidemic. Some respond from a sense of enlightened self-interest and corporate social responsibility. Others respond because of the direct effects that AIDS has or could have on their own business operations, including:

- ✦ ***Increased costs:*** With an increasing number of employees contracting HIV/AIDS, companies must cover the rising costs of health insurance, sick leave, and funeral benefits, as well as the recruitment and training of new staff.
- ✦ ***Weakened business environment:*** HIV/AIDS puts national economies at risk. The increasing impact of AIDS on business deters investment and decreases output for foreign exchange.
- ✦ ***Threats to consumer base:*** Overall, demand for goods and services decreases and companies must be less dependent on their consumer base. Households are faced with increased health expenditures leading to reduced disposable incomes and risk losing their income base.

In countries heavily affected by the epidemic, companies report declines in productivity caused by:

- ✦ Increased absenteeism from illness and caring for ill family members, and from preparing for and attending funerals of family and friends.

HIV/AIDS BUSINESS COALITIONS:

- ✦ High staff turnover due to death and illness. Companies lose institutional experience, and management attention is diverted to training new employees.
- ✦ Lowered staff morale resulting from illness, suffering, and the loss of family, friends, and colleagues.

Often companies respond to these threats in isolation. More effective, however, is the formation of business coalitions or associations, allowing members of the business community to share best practices and to develop a coordinated response within the national strategy. National business coalitions against HIV/AIDS provide a forum for cooperation and partnership and serve as an intermediary between the private and public sector responses to HIV/AIDS.

I. Why Form a Business Coalition Against HIV/AIDS?



In high-prevalence areas, HIV/AIDS can exact a significant toll on businesses, both at the employee and market levels. Businesses increasingly recognize this impact. In a recent global survey of 7,789 business leaders across 103 countries, 47 percent responded that HIV/AIDS has or will have some impact on their business, with 21 percent estimating a serious impact.¹

National business coalitions enable companies to leverage their resources more effectively to combat the disease. Coalitions assist companies by facilitating information sharing; permitting economies of scale in the development of workplace HIV/AIDS products and services; and creating a strong, unified front for public policy debate and advocacy. They may serve as service and product providers, offering constituents help with impact analyses; development of education, testing and treatment programs; training of peer educators; and design and implementation of other workplace and even community interventions. National business coalitions against HIV/AIDS often serve as important focal points for engaging with other stakeholders, particularly the national governmental HIV programme.

Coalition member companies often have substantial financial resources, well-established business and political networks, and strong incentives to combat the disease. Through partnerships, these attributes can be combined with the existing knowledge and expertise on HIV/AIDS interventions in the public sector, allowing heightened outreach and impact. Acting through a business coalition also reduces potential public relations challenges that a single company might face when tackling a sensitive and politicized topic like AIDS alone.

¹ World Economic Forum, Harvard University and UNAIDS: 2004. *Business and AIDS: Who Me? A Global Review of the Business Response to HIV/AIDS, 2003-2004*. Geneva: World Economic Forum.

II. Developing a Business Plan



Definition and purpose

Prior to the launch of a business coalition against HIV/AIDS — whether international, national, or sub-regional — many important strategic, financial, and organizational choices must be made. A business plan provides an important framework for integrating these aspects and ensuring they form a coherent and logical whole. Typically, the business plan for coalitions against HIV/AIDS is written after the major elements of the business model (strategic, organizational, financial, etc.) have been determined.

This section provides a framework for a successful business plan. The remainder of the toolkit provides greater detail on how to develop the individual sections of the plan.

A good business plan will provide:

- ✦ Living, frequently used document
- ✦ Framework to check the feasibility and logic of the coalition's planning
- ✦ Guide for stakeholders on how the coalition will achieve its objectives
- ✦ Resource in identifying and attracting partners and support

The principle components of a business plan are outlined below.

Executive summary

- ✦ In one or two paragraphs, describe what you are going to do, why, and how you are going to do it.

National context of business and HIV *(refer to Appendix 4)*

- ✦ How severe is the epidemic?
- ✦ What is the impact of the epidemic on the business community?

- ✦ What is being done to manage the disease by the business community and by various public sector actors?
- ✦ What is the value added of building a business coalition against HIV/AIDS?

Needs analysis *(refer to Appendix 3)*

- ✦ Demand assessment: Is HIV/AIDS a significant or growing problem for the business community?
- ✦ Supply assessment: Which organizations in the business community are currently providing HIV/AIDS services?
- ✦ Gap analysis: What gaps exist between the demand and supply of HIV/AIDS services?

Mission and vision

- ✦ Mission: What is the purpose of the coalition? What does it aim to achieve?
- ✦ Vision: Where will the coalition be in the medium to long term?

Strategic plan

- ✦ What is the value proposition of the coalition?
- ✦ What are its key strengths and weaknesses?
- ✦ What unmet needs does the coalition fulfill?
- ✦ How will the activities described in the strategic plan accomplish the goals expressed in the vision and mission?
- ✦ Who constitutes the member base of the coalition?
- ✦ What distinctive products and assistance will the coalition offer?
- ✦ What is the marketing and communications strategy?
- ✦ What types of partnerships and collaborations does the coalition plan to use to achieve its strategic goals?
- ✦ What monitoring systems and benchmarks will be used to measure performance against strategy?

Organizational plan

- How will the coalition be organized (secretariat, Board, organizational chart, etc.)?
- What is the management/leadership of the coalition, and how is it qualified to accomplish the goals of the coalition?
- Who in the coalition will do what?

Financial plan

- What is the coalition's budget? Are the coalition's revenues sufficient to support the costs of its activities?
- How will the coalition be fiscally sustained?
- If there are resource constraints, is the coalition most effectively using available resources (through partnerships, effective use of technology, etc.)?

Legal considerations

- What are the options in your country for registering a coalition?
- What are the reporting requirements for each possible legal structure?
- What types of resources will be available and for how long?

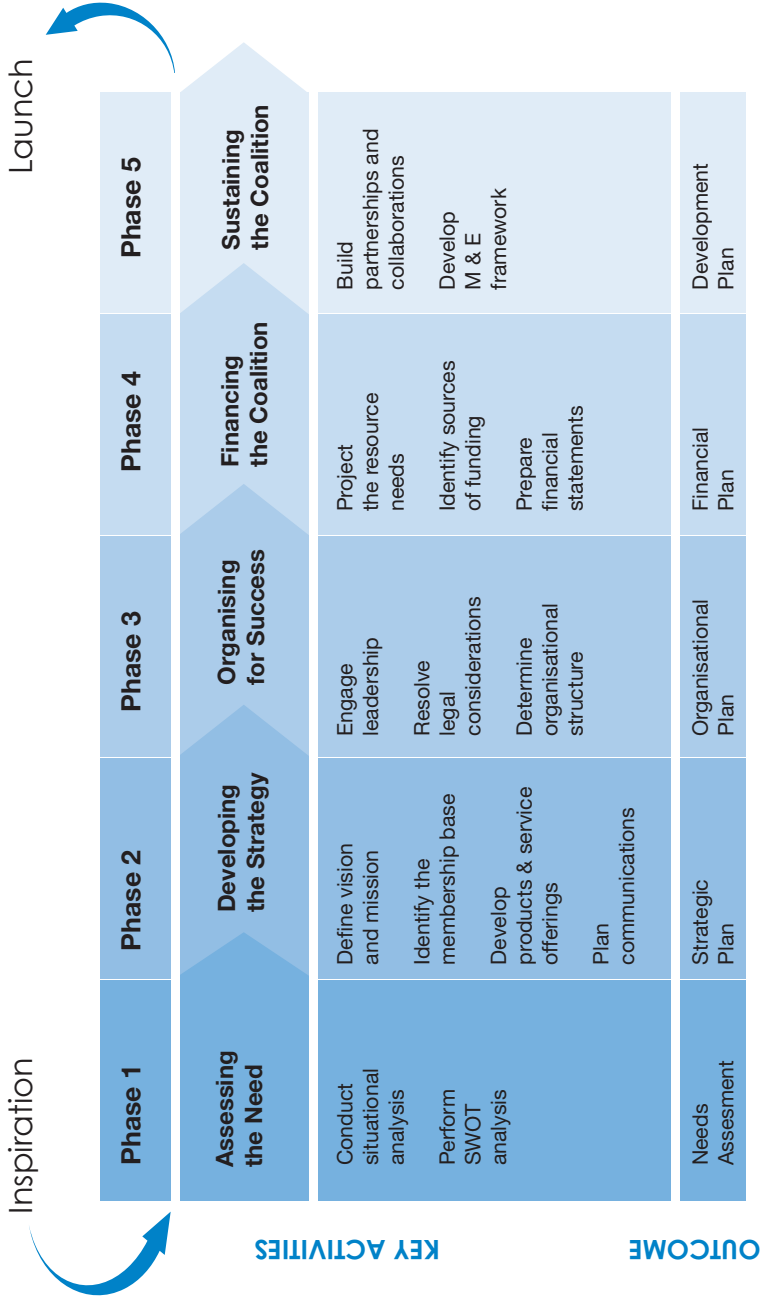
Work plan

- What is the coalition's timeline and projected key milestones?
- What are next steps? Who is responsible for each step and by when?

Monitoring and Evaluation

- What are the activities relating to the business coalition itself, member companies and the wider community?
- How will you measure success?
- How will you report on the data?

Putting it all together:



III. Assessing the Need for a Business Coalition



One of the first steps that businesses considering the formation of a business coalition should take is a needs assessment. It is a practical, strategic tool to determine effective roles and activities and includes demand, supply, and gap analyses.

A. Demand assessment

- ♦ **Template for conducting a national situation analysis**
 In assessing demand, coalitions should first analyze the severity of the HIV/AIDS epidemic in the workplace and in the community and understand the national strategy and priorities. Statistics and data can be found on the World Bank website (www.worldbank.org/afr/aids/) or on the UNAIDS website (www.unaids.org/en/resources/epidemiology.asp). It can be assumed that the national prevalence of HIV/AIDS will reflect prevalence in the private sector. In some industries (e.g. mining, transport, etc.), prevalence and vulnerability factors are higher than national prevalence.
- ♦ **Assessment of business needs**
 In determining the products and services that might be in demand, coalitions should assess the current interest and expertise among its private sector members. It is useful to consider the different needs of large multinational and national companies, small and medium enterprises (SMEs), microenterprise and the informal sector. With this information, coalitions can shape strategies and product offerings towards activities to which they bring clear comparative advantages. Other constraints imposed on the business community (e.g. national regulation and legislation, unions requirements, etc.) must also be taken into consideration.

Businesses can be informally surveyed through phone calls, visits, or as part of industry sessions. In addition to asking which products and services would be useful, informal surveys can assess the level of concern among executives about HIV/AIDS; willingness of top level management to develop HIV/AIDS initiatives in the workplace; and executive interest in

forming a coalition against HIV/AIDS. A survey is also a useful method to inquire about existing workplace initiatives.

B. Supply assessment

Determining who is doing what (mapping) on HIV/AIDS issues is critical for several reasons. First, mapping can help avoid duplication of efforts or unnecessary competition. Second, the findings can be used to identify potential partners, supporters, hidden champions and other resources.

In determining the supply of services in a country, emerging business coalitions can draw on existing information. Organizations such as UNAIDS, chambers of commerce, National AIDS Commissions, AIDS service organizations, individual businesses, NGOs and People Living with HIV/AIDS (PLWHA) are all potential resources.

C. Gap analysis

The results from the supply and demand assessments can help determine if any gaps exist in the provision of HIV/AIDS services to businesses. In addition, the gap analysis will also help to determine the existence of a forum in which businesses can provide coordinated policy support or guidance. Completion of a Situational Analysis Matrix will help highlight the most critical areas of unmet need. See Appendix 4, “Conducting a National Situational Analysis.”

D. Identifying champions

The outcomes of the demand, supply and gap analyses provide a base from which to build a coalition. The next critical step is to identify a core of personally and professionally committed champions². The challenges of developing a coalition from inspiration to launch require strong leadership, solid organization and attention to administration and detail. The following pages in this toolkit provide worksheets to assist in the development of these various components.

² While there is no set number of companies necessary to start a coalition, experience has shown that as few as 5 committed enterprises can provide enough energy to bring together a much larger group.

IV. Mission and Vision Statements



Clear and concise mission and vision statements should drive the strategy formation, as described in Section VI. Box 4.1 outlines the key issues the vision and mission statement should address.

Box 4.1: Mission and vision statements

Mission: Why does the coalition want to undertake initiatives against HIV/AIDS?

Vision: What does the coalition want to achieve in 5-10 years?

Source: McKinsey & Company, "The Dynamic Board: Lessons from High-Performing Nonprofits." 2003

A. Mission statement

Definition and purpose

Mission: The mission statement is a declaration of purpose. It may also contain an organization's core values or philosophy. See Appendix 5, "Key Questions in the Development of a Mission Statement," for further guidance.

The mission serves to:

- Clarify a coalition's goals in relation to HIV/AIDS in order to ensure that there is congruence between the stated objectives and the strategy that is developed.
- Provide a basis for daily decision-making.
- Ensure that *mission drift* does not occur when the organization grows and changes, i.e., that the coalition continues to focus on its desired goals — the fight against HIV/AIDS.
- Clearly and succinctly inform both internal and external audiences about the purpose and direction of the coalition.

Box 4.2: Examples of mission statements from business coalitions

Zambia: To commit to the prevention and eradication of HIV/AIDS in the workplace by providing educational programs, counseling, and related services to the business community.

Uganda: To mitigate the impact of HIV/AIDS in the Ugandan private sector workplaces and the broader community through the development, promotion, and implementation of innovative strategies aimed at delivering quality, timely, and customized HIV/AIDS prevention and treatment service programs.

Asia: The facilitation of business response to HIV/AIDS in Asia. To achieve this, we work together with both businesses and service providers in Asia.

B. Vision

Definition and purpose

The vision is derived from the mission statement and describes what the coalition wants to accomplish in the medium to long-term. Developing a vision statement should be a collaborative and iterative process. A vision statement:³

- Provides guidance to the organization as it moves forward in developing a strategy
- Presents a roadmap outlining what the organization wants to achieve in the next 5–10 years.
- Includes both organizational aspirations and the impact the organization seeks to have on HIV/AIDS issues.
- Provides a standard against which organizational progress can be measured.
- Is sufficiently quantifiable to allow an objective assessment of progress.

³ Information adapted from Kilpatrick, Andrea; Cvsa, Vishy; and Jansen, Paul. “The Dynamic Board: Lessons from High-Performing Nonprofits,” 2003. Issued by the Nonprofit Practice at McKinsey & Company, produced by the New Design Center.

Box 4.3: Examples of vision statements from business coalitions

Uganda: A Ugandan workforce that is healthier and more productive. A workplace community that is responsive and responsible towards its employees, communities and nation against the dangers and damages of the HIV/AIDS epidemic.

Namibia: To help develop a private sector where:

- ❑ Business is informed and committed to addressing HIV/AIDS.
- ❑ HIV/AIDS status is treated with confidentiality and sensitivity.
- ❑ People are not victimized for being HIV positive or having AIDS.
- ❑ People take charge of their health and engage in responsible sexual behaviour.
- ❑ People living with the infection/disease are supported.
- ❑ The productive life of those infected with HIV is prolonged.

Box 4.4: How to develop a successful mission statement:**Where to begin⁴?**

The following basic steps can be used to develop a mission statement. Remember, the process is flexible and can be tailored to the needs of your coalition.

- ❑ **Consider why the coalition wants to undertake initiatives against HIV/AIDS.** See Appendix 5, “Key Questions in the Development of a Mission Statement,” for a worksheet.
- ❑ **Involve various stakeholders.** Developing a mission statement is an excellent opportunity to build shared commitment and buy-in among the various constituencies of the coalition. Involve the leadership, Board, key staff, clients, and supporters of the coalition.
- ❑ **Test successful possibilities with various stakeholders.** Vet some of the more promising draft statements with colleagues, Board members, staff, customers, and supporters. Use their feedback to hone the final mission statement

⁴ Dees, Gregory, Jed Emerson, and Peter Economy. 2001. *Enterprising Nonprofits: a Toolkit for Social Entrepreneurs*. Hoboken, New Jersey: John Wiley & Sons, Inc.

Once you have a mission statement, it should be used in the following ways:

- ❑ ***Communicate the mission.*** Clearly communicate the mission to the Board members, staff, and other constituencies. Because the mission should be used to guide organizational activities, it is important that the Board and staff be very familiar and comfortable with it.
- ❑ ***Incorporate the mission.*** Use the mission regularly in Board meetings and strategy sessions to guide decision-making and to choose between competing activities.

Revisit the mission. The mission statement should be a flexible tool. Revisit it at least once every three years to ensure it is still valid and responsive to the needs of the current environment.

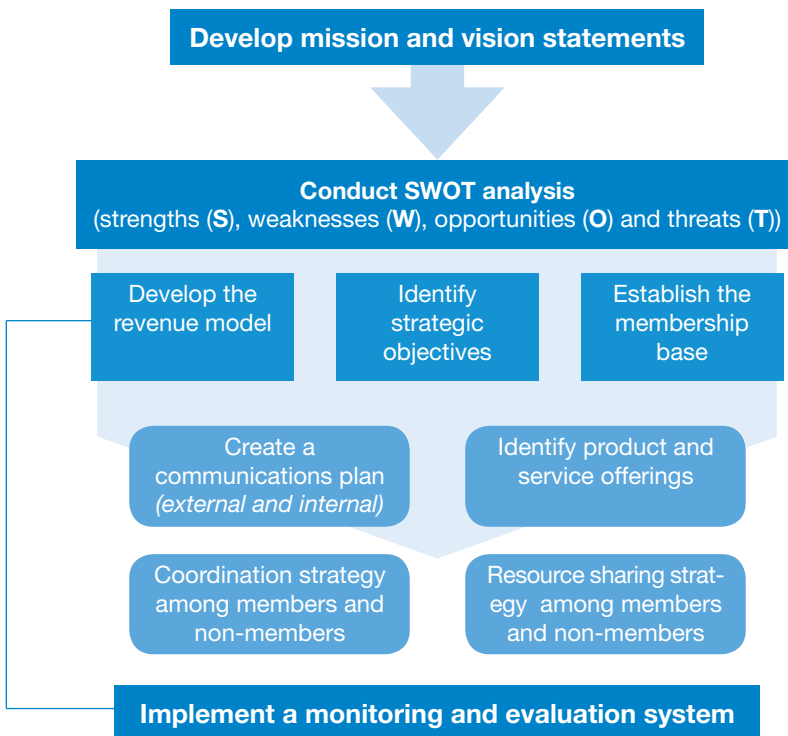
V. Strategic Plan



Strategic planning

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future. Upon completion of the strategic plan, an operating plan for the upcoming year must be prepared. An operating plan is a schedule of events and responsibilities that details the actions to be taken in order to accomplish the goals and objectives laid out in the strategic plan.⁵

Figure 5.1: Strategic planning framework



⁵ "Strategic Planning" Blackerby Associates, Inc. 2003 (http://www.allianceonline.org/FAQ/strategic_planning)

Strategic planning for the coalition should be considered within the national HIV/AIDS policy/framework.

A. Identify coalition strengths/weaknesses and opportunities/threats

Although it is difficult to conduct a thorough assessment of the coalition's strengths and weaknesses while the coalition is still in the initial stages of formation, a scan of the internal and external environment is an important part of the strategic planning process.

General questions to address include:

- ✦ Are there business champions that could share experiences and motivate others?
- ✦ Is there public awareness about HIV/AIDS?
- ✦ Are there already companies addressing the issue?
- ✦ What types of funding and resources are available? For how long?
- ✦ Is there political will to establish a coalition?

More specifically, environmental factors internal to the organization usually can be classified as strengths (S) or weaknesses (W), and those external to the coalition can be classified as opportunities (O) or threats (T). Such an analysis of the strategic environment is referred to as a SWOT analysis.

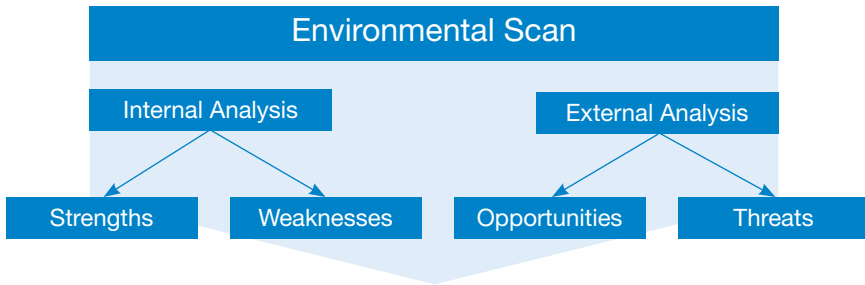
The SWOT analysis provides information that is helpful in matching the organization's resources and capabilities to the competitive environment in which it operates. Figure 5.2 on the following page shows how a SWOT analysis fits into an environmental scan.

B. Membership structure

Defining a membership base

The mission and vision of the business coalition determines the primary target audience. The assets and interests of industry champions help to determine the coalition's membership base.

Figure 5.2: Environmental scan and SWOT matrix



SWOT Matrix⁶	
Strengths	Weaknesses
Advantages of proposition? Capabilities? Resources, assets, people? Experience, knowledge, data? Financial reserves? Marketing - reach, distribution, awareness? Location and geographical? Accreditations, qualifications, certifications? Processes, systems, IT, communications? Cultural, attitudinal, behavioural patterns?	Disadvantages of proposition? Gaps in capabilities? Reputation, presence and reach? Financials? Timescales, deadlines and pressures? Effects on core activities, Distraction? Morale, commitment, leadership? Accreditations, etc?
Opportunities	Threats
Market developments? Industry or lifestyle trends? Technology development and innovation? Global influences? Niche target markets? Information and research? Partnerships, agencies, distribution?	Political effects? Legislative effects? Environmental effects? Sustaining internal capabilities? Insurmountable weaknesses? Loss of key staff? Sustainable financial backing? Economy at home and abroad? Seasonality, weather effects?

⁶ “SWOT Analysis Template” Adapted from Alan Chapman 2001 (<http://www.businessballs.com/swotanalysisfreetemplate.htm>)

To define a membership base, the founders of a coalition must first decide on the appropriate composition size and essential capacity needs. It should also decide which of the following groups would be eligible for membership: companies (by industry or size), NGOs, public sector, parastatal enterprises, service providers, etc. The leadership must also determine a strategy for working with non-members. As a coalition develops and expands, these decisions are likely to evolve.

Privileges of membership

It might be helpful to include incentives in a membership campaign. Incentives can include but are not limited to the following:

- Access to information, including updated national and international HIV/AIDS information, business coalition newsletters, and other resources collected and distributed by the coalition.
- Support from other coalition members and business coalition staff, including consultations, site visits from business coalition executives to engage senior management and to discuss the cost implications of HIV/AIDS on the business, in-kind resource sharing, etc.
- Public recognition for activities against HIV/AIDS.
- Communications opportunities, including the inclusion of a business' name or logo on coalition publications, the right to use the official business coalition logo in company promotions, etc.
- Access to training sessions organized by the business coalition.

C. Product and service offerings

Defining products and services

Business coalitions may offer a wide variety of products and services. These offerings typically fall into several broad categories:

- **Information sharing:** Provides a platform for exchanging experiences and expertise between businesses implementing HIV/AIDS initiatives and those considering such programs.

- **Service provision to businesses:** Offers a variety of products and services that assist in the development and implementation of HIV/AIDS policies and programs, potentially including prevention, voluntary counseling and testing (VCT), and treatment.
- **Advocacy and education:** Serves as a vehicle for the communication of advocacy and education efforts among businesses, government and the wider community.
- **Community activities:** Offers direct service provision to the community where the businesses operate. Facilitates match making, technical assistance, and partnership formation between business, government, and civil society.

Box 5.1: How to determine the membership base. The following questions need to be answered:

Membership composition?

- ❑ **Which membership composition best achieves the coalition's mission and vision?** The first consideration for the coalition is whether it will expect prospective members to fulfill certain requirements or, if the membership will be open to all. For example, if a key tenet of the mission is to include community organizations and interest groups, then the coalition should consider inviting representatives from organizations such as UNAIDS and/or advocates for the direct involvement of PLWHA such as the Greater Involvement of People Living with AIDS (GIPA).
- ❑ **Should entities beyond the business community be included as members or as affiliates (e.g., NGO members, public sector, community leaders, and others) of the coalition?** A membership composed exclusively of businesses can help a coalition stay focused on issues of importance to the business community. However, by limiting membership exclusively to businesses, a coalition may risk excluding important stakeholders and reducing the coalition's ability to act in concert with the wider national HIV/AIDS response.
- ❑ **Should small and medium enterprises be included as members?** To enhance SME outreach and ensure that their viewpoints are considered, coalitions may wish to include SMEs as members. Large employers typically constitute the main membership base of business coalitions. SMEs, and microenterprises, however, make up the largest part of the private sector. Careful thought should go into identifying the best way to engage them in the programs of the business coalition.

Membership size?

- ❑ ***Given the various constraints of the coalition (organizational, financial, etc.), should the membership be determined by the number that can realistically and effectively be served?*** Many coalitions have found that, during the start-up phase, it is advantageous to organize around a small core group of highly dedicated members. After the coalition builds organizational capacity and strengthens its product offerings, it can begin to expand its membership base.

Membership benefits/fee structure?

What does it mean to be a coalition member? Do members receive benefits—for example, access to products and services—that non-members do not? Do they pay regular fees for these privileges? (See Section VII for additional information on structuring member fees). If member fees are charged, coalitions should ensure that the advantages members receive make these fees worthwhile whether these are positive, reputational effects; provision of member-only products and services; or other privileges.

Box 5.2: Examples of membership structures

1. A decentralized approach

In 2003, Brazil’s National Business Council for the Prevention of HIV/AIDS (CEN) council counted about 30 large employers among its members. Instead of increasing its membership, the council decided to help build local business councils in the states across Brazil. CEN already has helped create local business councils on HIV/AIDS in states such as Rio de Janeiro, Santa Catarina, and São Paulo. The council hopes to establish a network of local councils like these throughout Brazil, and it believes that local field offices/coalitions are the best way to achieve this.

As it creates local councils, CEN works closely with trade unions and chambers of commerce to mobilize their members across the country. Representing various industry sectors, these organizations have extensive outreach to large employers as well as SMEs. The individual members of CEN also play an active role in building local business councils in the states where they operate.

2. A study in contrasts

Created in 1997, the South African Business Coalition on HIV/AIDS (SABCOHA) has had relatively few members compared to the size of the private sector in South Africa. As of August 2003, SABCOHA had 28 members, consisting mainly of large companies with international operations. Concerned about building the organization step-by-step, SABCOHA made a strategic decision not to reach out to a broad range of businesses before the organization was ready.

The Namibian Business Coalition on AIDS (NABCOA) is pursuing a different model designed to include all interested entities within the Namibian private sector. As a result, NABCOA had 50 member companies on its launch date: a large number given the size of Namibia's private sector.

3. Non- business representation

Existing business coalitions on AIDS have taken different approaches to including non-business members. In countries such as Botswana and Brazil, the coalitions allow only businesses to join the organization as members. In contrast, the Namibian and Zambian coalitions have welcomed NGO representatives as both coalition and Board members.

4. Informal membership

Because it grew out of the Federation of Swaziland Employers (FSE), the Swaziland Business Coalition (SBC) has considered all FSE members to be members of the coalition. Given the small size of the country, SBC includes all Swaziland businesses as part of its constituency. The coalition does not have formal membership and, thus far, does not charge fees for its services. Its operating funds come from external sources such as the Rotary Club and Swaziland's national AIDS commission.

5. Outreach to SMEs

Various coalitions have reached out to include SMEs as a central part of their strategy. This outreach is particularly important because SMEs may not otherwise have the resources to independently launch HIV/AIDS efforts. Given this, various coalitions, including the South African Business Coalition on HIV/AIDS (SABCOHA), are planning to significantly scale up their efforts to reach SMEs.

There are tradeoffs in using scarce coalition resources to target SMEs, as the Swaziland Business Coalition on HIV/AIDS (SBC) has recently discovered. In the first phase of its operations in 2002, the coalition originally targeted SMEs, often with five employees or less. While SBC was successful in reaching a large number of small employers, particularly in rural areas, these employers were unlikely to have the capacity to maintain an HIV/AIDS focal point. Therefore, to maximize the potential impact of the business council's limited resources, SBC decided to target companies with 20 employees or more in the next phase of its operations.

6. Community outreach

The Uganda Business Coalition (UBC) has taken a very inclusive approach to its customer base. In addition to working with the business sector, UBC has extended its HIV/AIDS outreach to the communities where businesses operate. As part of this vision, the UBC runs an HIV/AIDS prevention program

that targets the informal sector in a market in Kampala. It is also actively involved in building and operating HIV/AIDS treatment clinics for the economically disadvantaged. UBC also has taken an inclusive approach to the business sector by offering its services to all businesses—no distinction is made between members and non-members.

Coalitions have reported a few common success factors in developing products and services. First, it is critical that the products and services be demand-driven, i.e. responding to the needs of members who are ready and willing to actively engage. While organizational capacity can and should influence the range of activities offered, a focus on client needs will help lead to success. The findings of the demand assessment can help determine which products will be most useful.

In addition, existing coalitions report that it is important to have some well-prepared, high-quality products and services ready at the launch. As discussed earlier, creating a positive impression of the coalition at launch time is critical. This is often when attention and enthusiasm for the coalition is highest. The Thailand Business Coalition on AIDS (TBCA) reported that it was “...crucial to have a range of activities ready before the launch of a coalition. This strategy helped us manage expectations and projected a positive image of the organization right from the start.”

Box 5.3: How to develop products and services

- ❑ **Brainstorm a potential menu of products to be offered.** Consider the findings of the demand assessment because it is critical that the products and services developed are demand-driven. For additional ideas, consult the “Examples of Products and Services” Section below; Appendix 6, “Product/Service Assessment Framework”, and Table 5.1
- ❑ **Perform an initial evaluation of the products and services.** The product/service assessment framework found in Appendix 6 should be helpful. Please note that the framework presents some suggested categories for evaluation. However, each coalition should define and prioritize evaluation criteria according to the criteria it deems most important in selecting products and services.
- ❑ **Develop a “short list” of potential products and services for further evaluation.** Based on the results of step 2, determine which products and services merit further evaluation.

- ❑ **Determine potential partnerships and collaborations that can be leveraged.** Review the findings of the supply assessment to determine if other existing organizations are working on similar or complementary projects. These organizations can be valuable partners or knowledge resources.
- ❑ **Assess resource and funding requirements:** Consider both financial and non-financial resources required for product/service implementation. See Section VII, “Projecting the Coalition’s Resource Needs for help.”
- ❑ **Determine pricing.** Will the product/service be offered free of charge or for a fee? In deciding this, determine who the target customers are (large businesses, SMEs, community members) and what they are able and willing to pay. Discuss pricing structures with target users of the product/service (such as an awareness raising campaign for employees). Where available, study the pricing of similar products/services to develop a benchmark.
- ❑ **Assess funding sources:** If the product/service is being offered on a free or subsidized basis, evaluate funding sources. See Section VII, Financing the Coalition for a discussion of potential funding sources.
- ❑ **Re-evaluate the feasibility of the proposed project:** If adequate resources are not available for the proposed product/service, consider re-evaluating the product at a later date, rejecting it in favor of less expensive products/services, seeking additional funding sources, or developing an alternative pricing model.
- ❑ **Consider implementation steps and timeline for product launches.** Break down all steps prior to product launch (e.g., product development, marketing campaign, etc), and develop a timeline for completing these steps. Are there any potential challenges that could delay or prevent implementation? If so, how will these be managed?
- ❑ **Develop select products prior to launch:** Coalitions can benefit tremendously from presenting a select number of well-developed products and services at the launch.

Coalitions may not have the financial or organizational resources to organize large-scale activities prior to launching. Many existing coalitions have found it useful to have smaller, short-term activities, such as joint training sessions or workshops, planned for shortly after the launch of a new coalition. These activities help sustain the interest of existing members and provide some quick wins for use in future outreach to new members and potential donors.

D. Developing products and services: Deciding what to offer

Table 5.1: Examples of products and services offerings

Activity	Examples
Information sharing for businesses	<ul style="list-style-type: none"> ✓ Forums to exchange experiences (seminars, workshops, speeches, meetings). ✓ Informal networking activities. ✓ Best practice guidelines, policies, and case studies. ✓ Business coalition website with information resources and links. ✓ Libraries. ✓ Outreach targeted at SMEs to share lessons learned.
Service provision to businesses	<ul style="list-style-type: none"> ✓ Training on HIV/AIDS workplace interventions (e.g., training of peer counselors, human resources staff, etc.). ✓ Development of individual workplace policies and guidelines. ✓ Consulting on HIV/AIDS workplace intervention development and implementation (e.g., VCT and ARV initiatives, treatment and care, employee education, condom education, and distribution, etc.). ✓ Tools, training curriculum, and resources on HIV/AIDS workplace interventions. ✓ Workplace surveys. ✓ Outreach from large business with established HIV/AIDS programs to SMEs on developing workplace interventions.
Advocacy and education	<ul style="list-style-type: none"> ✓ Communications campaigns to educate business and wider community about the need to prevent and treat AIDS, reduce stigma, bring attention to business and HIV/AIDS issues, etc. ✓ Advocacy to policymakers to draw attention and resources to business and HIV/AIDS issues. ✓ Advocacy for national anti-discrimination policies and legislation.

Activity	Examples
Advocacy and education	<ul style="list-style-type: none"> ✓ Advocacy with business leaders to increase their involvement in business and HIV/AIDS issues. ✓ Cross-program studies and recommendations (e.g. policy white papers).
Community activities	<ul style="list-style-type: none"> ✓ Direct service provision to non-employees (e.g., information hotline, VCT, condom distribution, prevention information, etc.). ✓ Educational activities and campaigns on HIV/AIDS. ✓ Partnerships with NGOs and the public sector to expand community outreach
Resource sharing (among the members)	<ul style="list-style-type: none"> ✓ Accounts management. ✓ Procurement management. ✓ Financial management. ✓ M&E and assessments. ✓ Other.

Box 5.4: Examples of products and services

The activities and objectives coalitions choose to pursue can be diverse and wide-ranging. Below are specific examples from existing coalitions:

Thailand Business Coalition on AIDS (TBCA), community outreach activities

- ❑ Home visits to People Living with HIV/AIDS program, in collaboration with four NGOs. The program provides emergency services and modest loans by TBCA for job training and income-generation activities.
- ❑ Public awareness campaigns and HIV/AIDS prevention activities in collaboration with more than 20 NGOs.
- ❑ Information hotline provides a 24-hour HIV/AIDS information service. The service addresses topics including sources of financial and social services, home care, vaccines and traditional medicine, AIDS in pregnant women and children, HIV testing, and legal issues.
- ❑ Peer HIV/AIDS education program to target youth, in collaboration with Shell Oil. Seventy-five petrol stations in Bangkok teach pump attendants through a network of volunteers.

Uganda, 2003–2004 activities and objectives

- ❑ Initiate a minimum of four HIV/AIDS prevention intervention models in first quarter of 2004.
- ❑ Initiate a corporate membership program with specific activities that target at least 15 multinational companies by the end of 2003.
- ❑ Support 30 workplaces to enhance and accelerate timely delivery of employee-focused HIV/AIDS workplace program activities. Assist in the rational and systematic design, development, adoption, implementation, and periodical assessment of effective and efficient HIV/AIDS workplace policies.
- ❑ Establish a corporate care center that specializes in antiretroviral delivery for workers in large corporations and SMEs.
- ❑ Inaugurate the first AIDS treatment center to provide free ART by the end of first quarter of 2002. Identify second center by the end of 2003.
- ❑ Achieve coalition’s financial goals by developing strategic partnership programs with national and international stakeholders.
- ❑ Foster vital stakeholder relationship, both internally and externally.

Zambia, Ongoing activities

- ❑ Advocacy and lobbying to raise the profile of the private sector fight against HIV/AIDS in Zambia.
- ❑ Workplace HIV/AIDS policy formulation and implementation.
- ❑ Multi-sector involvement in planning prevention programs through the Zambia AIDS in the Workplace Partnership.
- ❑ Access to technical training and community services.
- ❑ Distribution of free male condoms and information, education and communication materials to all member companies.
- ❑ Using a regular newsletter, provide ZBCA member companies with up-to-date information on developments in the HIV/AIDS field.

E. Communications plan – What is a communications plan and why do you need one?

A communications plan is a series of strategies and tactics used to promote and implement the HIV/AIDS activities of your coalition. It includes outreach to a wide variety of stakeholders, development of a contact network with the media, creation of an education campaign and advocacy efforts.

A communications plan can be used to effectively:

- ✦ Promote the purpose and mission of the business coalition.
- ✦ Advertise the results of projects run by the business coalition.
- ✦ Raise awareness of the need for broad business sector involvement in the field of HIV/AIDS management.

A communications plan can also be used to recruit new members and additional funding.

The key to a good communications plan is clear and concise objectives and well organized planning. Table 5.2 demonstrates how to create an effective plan.

Table 5.2: Questions to answer when developing a communications strategy

Questions	Examples
<p>What audience are you trying to reach?</p>	<p>Businesses Workers General public Politicians Potential donors</p>
<p>What unique message are you trying to communicate?</p> <p><i>Ensure that the message is interesting to the media and your target audience. If not, it probably will not succeed.</i></p>	<p>If the objective is to promote the coalition, the message could be:</p> <ul style="list-style-type: none"> ✓ The country's only coalition. ✓ The country largest coalition. ✓ The fastest-growing coalition.
<p>What media or channels are most likely to influence your audience?</p>	<p>Newspapers (which ones?) Television (which channels?) Mailings (what kind and from whom?) Radio (which channels?)</p>
<p>How will members communicate with each other ?</p>	<p>Newsletter Regular meetings Selected forums on general topics of interest</p>

Table 5.3: Communications mechanisms

	Mechanisms	Purpose	Pros and Cons
Basic Plan	Promotional business meeting	Promotes the coalition in a meeting context by using coalition members as advocates for joining.	<ul style="list-style-type: none"> + Easy to organize. - Effective only in small groups. - Effective only once or twice a year.
	Promotional brochure	Briefly summarizes the mission of the coalition, including relevant contact information in a attractive package.	<ul style="list-style-type: none"> + Relatively inexpensive to produce. + Can be distributed at all events and meetings. - By itself, will not be sufficient to promote coalition and/or recruit members.
	Press conferences	Promotes to the media the coalition and its results.	<ul style="list-style-type: none"> + Most cost-effective way to reach broad audience. - Only works when news being shared is interesting to the media. - May be labour intensive to organize. - Needs to be complemented by other activities to achieve broad awareness of key messages.
Elaborate Plan	Promotional stand	To promote the coalition and recruit members at public meetings/ congresses.	<ul style="list-style-type: none"> + Good way to make new contacts and recruit members. - Can be expensive to produce and place at congresses. - Needs to be manned all the time at congress; therefore can be staff intensive.

	Mechanisms	Purpose	Pros and Cons
Elaborate Plan	Mailings	To communicate key message to target audience.	<ul style="list-style-type: none"> + Allows total control of the message. + Allows total control of target audience. - Expensive. - Large number need to be sent out; only 10% to 20% will be read.
Optional Plan	Advertising	To promote coalition and its members.	<ul style="list-style-type: none"> + If budget and expertise is available, up to 80% awareness can be achieved in only 3–6 months. - Very difficult to develop effective advertising; should not be done without expert help. - Expansive media space must be bought for effective advertising.
	Gala events	To fundraise.	<ul style="list-style-type: none"> + Can serve both as promotional and fundraising events. - Are labour intensive and can be expensive to organize. - Difficult to cover costs and still make money.

F. Communication channels of business coalitions

Coalitions rely on many different promotional channels when implementing their communications plan. Below are illustrations of some key channels.

- a) **Mass media:** In 2003, the South African Business Coalition on HIV/AIDS (SABCOHA) entered into a partnership with Johnnic Communications, one of its member companies. As part of this partnership, the Sunday Times - Business Times gave priority to news generated by SABCOHA and agreed to consistently cover HIV/AIDS business initiatives consistently throughout the year. In addition, the Sunday Times – Business Times agreed to provide strategic advice to SABCOHA on its marketing strategy. The first results of this partnership were evident in August 2003, when the Sunday Times ran a series of articles highlighting the role of business in the fight against AIDS. The articles included descriptions of workplace programs initiated by SABCOHA members BMW and Standard Chartered Bank as well as an interview with Gaby Magomola, Chairman of SABCOHA.
- b) **Internet:** Several business coalitions on AIDS, such as the Thailand Business Coalition on AIDS (TBCA), SABCOHA, and Brazil's CEN, have established their own websites with information on corporate best practices and other useful resources. SABCOHA has integrated its website into a larger web portal providing HIV/AIDS information called Red Ribbon, which is managed by Metropolitan Life. The Brazilian coalition has incorporated its website into the Brazilian Ministry's of Health's site. In both cases the coalition is sharing web infrastructure with other partners and benefiting from existing capacity.

ECONET, a company that led the movement towards the creation of a business coalition against AIDS in Zimbabwe, established a website called "You are not alone." The site serves as a forum for questions about voluntary counseling and testing and drug access. Much of the discussion focuses on issues with relevance to HIV/AIDS workplace interventions. The forum is open to members of the business coalition as well as the general public.

- c) **Newsletters:** Many business coalitions on AIDS publish a regular newsletter. The newsletters keep members and other stakeholders informed about the activities of the coalition and serve as an advocacy tool. For example, the Zambia Business Coalition on AIDS (ZBCA) launched a quarterly newsletter in 2003, *Business Action*, which is provided for free to ZBCA members. The newsletter, which comprises four to six pages in color format, has received much attention and generated very positive feedback among ZBCA's constituents.
- d) **Events:** Business coalitions frequently use events such as forums to communicate their message and garner publicity. Some events that frequently serve as focal points include: business coalition launches, special days such as World AIDS Day or holidays, sporting events, cultural programs, and ceremonies or dinners to recognize special achievements in addressing HIV/AIDS.

Business coalition launch

The Namibia Business Coalition on AIDS (NABCOA) had a clear media strategy for its launch in June 2003. It sought to use the event to highlight the positive role that business could play in the fight against HIV/AIDS. It also hoped to stimulate interest for NABCOA in the business community and the general public. In an effort to draw increased media attention, NABCOA invited high-level speakers and guests, including the Namibian Prime Minister who was the keynote speaker. NABCOA also tailored its materials and invitations to the needs of journalists; for example, prior to the event it distributed copies of the speeches to journalists for ease in quoting. As a result of these efforts, the launch generated excellent coverage in the leading newspapers and in national television and radio.

World AIDS Day and holidays

In Brazil, CEN has organized joint advocacy campaigns during the carnival period, on World AIDS Day, and on Valentine's Day. For these events the council has developed its own custom-made outreach materials and has engaged in a coordinated campaign across the country. For the carnival, CEN has distributed its own

“Kit Folia,” which included a condom, serpentine, confetti, and an information card on the use of condoms.

On World AIDS Day 2001, CEN helped organize theatre performances and other activities to raise awareness. It also distributed more than 300,000 condoms at 30 different locations around the country. On Valentine’s Day 2003, the council distributed more than a million condoms and sponsored the creation of an awareness film shown on local TV and in workplaces.

- e) **Ceremonies and Dinners:** The Global Business Coalition on AIDS (GBC) uses its annual awards ceremony to put the issue of HIV/AIDS on the business agenda and to advocate for a stronger business response to the epidemic. GBC usually invites a number of high-profile leaders and celebrities to the ceremony. This generates significant media interest and helps raise the profile of HIV/AIDS issues in the workplace.

VI. Organizational Plan



The ultimate success of a business coalition depends heavily on strong leadership from the outset and the establishment of an effective and efficient organization structure to support implementation. This section presents some guidelines regarding leadership of the coalition and offers practical advice for building an effective organizational structure.

A. The importance of leadership

Influential leaders can contribute to the coalition in a number of ways — as champions, advisors, Board members, and/or members of the coalition. Their involvement adds credibility. As the business sector is mobilized, it generates higher visibility, and it can provide access to a potentially important network for the coalition. Champions for a cause have been utilized in many sectors to rally support and to unify interested parties. Experience has shown that few advocacy efforts are as effective in reaching business leaders as the personal actions of other business leaders (see Box 6.1).

B. Coalition organizational structure

There are several alternatives to structuring business coalitions. One of the models most frequently adopted consists of two core bodies:

- ✦ A Board
- ✦ A secretariat

Examples of the organizational structures of existing coalitions can be found in Appendix 8.

Box 6.1: The role of strong leadership in Nigeria and Namibia

In Nigeria, the Government inaugurated the Nigerian Business Coalition Against AIDS (NIBUCAA) on February 15, 2003, as part of the national response to the HIV/AIDS pandemic. While inaugurating the coalition, the President charged the Nigerian business sector to intervene by establishing workforce HIV/AIDS policies and initiatives and by extending the programs to the immediate communities around businesses' operations.

Similarly in Namibia, an advocacy campaign by senior business leaders was crucial to build the critical mass of companies needed to create NABCOA. When NABCOA was launched in June 2003, Namibia's Prime Minister, Minister of Health, and a large group of leading business people were present. This senior-level political support helped generate interest among the business community at large. It also spurred significant media interest, giving NABCOA an early boost.

1. Developing a Board⁷

Definition

An effective Board is critical to the success of a coalition, particularly during the start-up phase. The Board, in the context of a business coalition, can be defined as:

Responsible for, setting (or at least approving) strategic direction, resource development and mobilization, advocacy efforts as well as for monitoring progress. The Board also ensures that the [coalition] complies with legal and ethical requirements, and communicates effectively with shareholders [stakeholders].⁸

It should also ensure the coalition is working in concert with the National HIV/AIDS strategy and framework.

How to develop a Board

Determine the primary roles of the Board, which may include providing strategic direction, resource development and mobilization, advocacy efforts, and progress monitoring and evaluation. This will help guide the establishment of the appropriate composition and structure of the Board.

Determine the composition of the Board.

- Are there high-profile business or political leaders it would be helpful to involve? Also consider union representatives and donors (see Box 6.2).

⁷ Information on non-profit Boards adapted from Dees, J. Gregory, Jed Emerson, and Peter Economy. 2002. *Strategic Tools for Social Entrepreneurs: Enhancing the Performance of your Enterprising Nonprofit*. Hoboken, New Jersey: John Wiley & Sons, Inc.

⁸ Adapted from Stutely, Richard. 2002. *The Definite Business Plan*. Second ed., FT Prentice Hall

- ✦ What is the optimal size of the Board?
- ✦ What is the optimal mix of individuals to fulfill the roles of the Board and what activities will be assigned to each member?
- ✦ What is the appropriate mix of business and non-business leaders? (See Box 6.2).
- ✦ Are groups such as People Living with HIV/AIDS or women's groups included on the Board?

Determine the structure of the Board.

- ✦ Should the coalition have one Board or two?
- ✦ Should the Board be formal or informal?
- ✦ Should the Board receive compensation, apply for grants, etc?
- ✦ Is a legal entity *needed or right*?

Table 6.1 describes the activities of Boards of business coalitions on HIV/AIDS. Not every Board will carry out all of the activities listed. It is important to note that the role of the Board is likely to change over time and during different cycles of a coalition's lifespan. For example, helping to set strategic direction is likely to be a key early focus (and a priority every few years), while at other times the Board may focus on areas such as advocacy.

Table 6.1: Common activities of business coalition Boards

Board roles	Activities
Strategic direction	<ul style="list-style-type: none"> ✓ Develop, with the coalition staff and stakeholders, a long-term strategic vision for the organization. ✓ Ensure that objectives are clearly defined and adequately addressed. ✓ Ensure coalition activities are integrated into and reflect broader national HIV/AIDS activities.

Resource development & mobilization	<ul style="list-style-type: none"> ✓ Raise funds. ✓ Develop strategic partnerships. ✓ Recruit new members.
Advocacy	<ul style="list-style-type: none"> ✓ Serve as leaders to create awareness for the activities of the business coalition. ✓ Garner media attention and support for the coalition. ✓ Engage constructively with government, nongovernmental organizations, and technical assistance groups in the design and promotion of effective interventions. ✓ Lobby senior business leaders in the private sector to gain commitment for implementing a comprehensive HIV/AIDS workplace programs. ✓ Provide network for outreach.
Monitoring & governance	<ul style="list-style-type: none"> ✓ Establish bylaws under which the coalition will be governed. ✓ Appoint the director (who will hire staff). ✓ Establish preliminary budgets and financial controls. ✓ Monitor coalition performance against stated goals and objectives. ✓ Monitor budgetary expenditures, legal compliance and coalition policies.

Board composition and structure

The composition of the Board may vary. However, Boards with ten or twelve members usually have more effective dynamics than Boards with a larger number of members, which can become unwieldy. In most cases, the majority of these members are likely to be business leaders. However, many coalitions find it useful to involve some non-business stakeholders on the Board, including nongovernmental organizations (NGOs), chambers of commerce, labour leaders, government officials, PLWHA, etc. Non-business members may be useful to ensure that coalition activities are linked to broader national efforts. These members can also provide alternative perspectives and be valuable resources in developing partnerships and collaborations.

Board structures may also vary. While the majority of business coalitions have a single Board, some have a dual-Board structure in place (see Box 6.2). In this model, an Advisory Board is composed of senior business executives who provide strategic input, carry out high-level advocacy efforts, and generally work in an advisory capacity. A second Management Board, headed by the Program Director, is composed of the secretariat leadership and representatives from partner organizations, such as NGOs, chambers of commerce, and the National AIDS Commission (NAC). This group provides technical expertise and shares programmatic advice relating to the coalition's day-to-day activities. Where there might be some advantages with the dual-Board model, two Boards can often become complex, risk overlapping mandates and can be difficult to manage. For business coalitions that have limited resources and/or are in the initial start-up phase, a single Board is usually preferable.

Box 6.2: Example of Board structure from the Kenya Business Coalition against HIV/AIDS

Kenya's KHBC maintains a dual-Board structure, with a Managing Board and an Advisory Board. The Advisory Board, composed of about 20 senior-level business leaders, engages in advocacy, and ensures that HIV/AIDS remains a priority on the business agenda. Providing policy direction and advice, the Board meets once a quarter. The Management Board is composed of a Program Director, a Program Manager, HR managers from member companies, partners, and the NACC. The Secretariat is responsible for the day-to-day operations of the Council.

2. Developing a secretariat

Definition

The secretariat is the administrative body of a business coalition. The secretariat can be defined as:

An administrative unit responsible for maintaining records and other secretarial duties on a day-to-day basis. In addition to managing and implementing the day-to-day activities of the coalition, secretariat members work with the Board to set strategic direction and coordinate activities, products and services.

However, the size and range of activities undertaken by the secretariat will depend largely on the objectives and resources set for the coalition.

Table 6.2: Primary roles and activities of the secretariat

Secretariat roles	Activities
Management	<ul style="list-style-type: none"> ✓ Implement policies and procedures established by the Management and Advisory Boards.
Events management	<ul style="list-style-type: none"> ✓ Organize events for members.
Communication	<ul style="list-style-type: none"> ✓ Coordinate and ensure effectiveness of Board members outreach. ✓ Coordinate communication between members. ✓ Liaise with other stakeholder groups.
Technical/ programmatic guidance	<ul style="list-style-type: none"> ✓ Program development and implementation. ✓ Provide technical assistance, resources, and services.
Recruiting and fundraising	<ul style="list-style-type: none"> ✓ Assist with recruiting new members. ✓ Support the fund-raising efforts.
Administrative and back-office support	<ul style="list-style-type: none"> ✓ Facilitate the sharing of best practices (library, case studies, etc.). ✓ Ensure efficient day-to-day administration of the coalition. ✓ Maintain appropriate records and documentation.

Secretariat composition and structure

The composition of the secretariat should be determined by the activities carried out by the coalition. In general, however, most business coalitions have only a few staff members who act as a central point of contact for relevant stakeholders and outsource most services to member companies.

The organizational structure of the secretariat will vary, given the financial resources available to the business coalition. In many countries,

the business coalition grows out of a special project within a larger business organization, such as a national chamber of commerce or a large company. There are advantages — particularly during the start-up phase of a coalition — to keeping the secretariat based in the mother organization. For example, the coalition can take advantage of the existing networks and reputation of the larger organization, which is useful for recruitment and communication purposes. It can also use the established administrative and office infrastructure, rather than having to build its own. Despite this, the disadvantages of having the secretariat as part of the mother organization typically outweigh the benefits. In some cases, the coalition may have difficulties developing an independent reputation and collecting its membership fees or those needed for running costs. For this reason, many coalitions seek to develop an independent secretariat over time, gradually becoming less dependent on the mother organization. In light of the limitations associated with an overdependence on the mother organization, some coalitions have decided on an independent secretariat from the outset, if they can secure the necessary financial resources.

Box 6.3: How secretariats are organized in existing coalitions

Part of mother organization: The Swaziland Business Coalition (SBC) grew out of a project initiated by Federation of Swaziland Employers (FSE). SBC and its secretariat remained dependent on FSE, receiving support in the form of office space and administrative assistance. This allowed the coalition to save its limited financial resources for projects and continue to benefit from the networks of the mother organization. However, it has prevented the coalition from establishing its own paying membership, as it currently considers all FSE's members as part of the coalition.

Gradual spin-off: In Kenya, the idea for Kenya's HIV/AIDS Business Council (KHBC) grew out of an HIV/AIDS seminar hosted by Unilever in March 2000. As a follow-up to the seminar, Unilever took the initiative to create a business coalition and also offered to house the secretariat after its creation in August 2000. Two years later, having grown significantly in membership and the range of activities, the business coalition established an independent secretariat with seed money from Unilever and free office space from the Chairman of the coalition's Advisory Board.

Box 6.4: How to develop a secretariat

☐ ***Determine the primary roles of the secretariat.***

- ✓ Management, events management, communication, technical and programmatic guidance, recruitment and fundraising, and/or administrative support. This will help determine what activities should be carried out by the secretariat

☐ ***Determine the composition of the secretariat.***

Questions to consider:

- ✓ Based on the primary functions of the secretariat, what are the staffing requirements?
- ✓ Based on the financial resources available to the business coalition, on what basis are staff employed: secondments, volunteers, or through in-kind contributions?

☐ ***Determine the organizational structure of the secretariat.***

- ✓ Should the secretariat be housed inside or outside a mother organization?

VII. Financial Plan



A. Projecting a coalition's resource needs: \$100,000 or \$1,000,000 – What is needed?

For a coalition to build a financial plan, it is essential that financial projections and scenarios be developed. From these predictions, leaders will be able to determine the location of funding gaps as well as potential sources of additional resources.

B. Financing the coalition

The principal funding sources for most business coalitions against HIV/AIDS are member and donor contributions. Member contributions may be member fees, fees for service, and in-kind donations. Donor contributions are typically cash grants from foundations, bilateral or multilateral organizations, or agencies. Technical support is often available from agencies like WHO, UNAIDS, and other developmental partners.

Coalitions should diversify their funding base as much as possible and avoid relying on a single stream or entity. For example, a revenue stream composed of membership fees, fees for services, project fund-raising, and donor funding is excellent. A diverse funding structure maximizes revenue while reducing over-reliance on any single funding source or entity.

The various funding sources are discussed in greater detail below.

Member contributions: With the exception of the coalitions in Brazil and Swaziland, most business coalitions against HIV/AIDS charge members annual fees. These fees are usually a core source of revenue for these coalitions. With membership, businesses gain access to a coalition's services and the right to participate in its governance structure. Businesses also gain a public relations advantage by taking a visible stand against the HIV/AIDS epidemic.

The main membership fee models currently in use include no fee, flat fees, and sliding-scale fees. See Table 7.1 for a brief summary of the advantages and disadvantages of the various fee structures.

Donor contributions: Donors can provide vital sources of funding during the various phases of a coalition’s existence. Potential donors include United Nations organizations, multilateral institutions such as the World Bank, National AIDS Commissions, foundations, philanthropic organizations, bilateral agencies, nongovernmental organizations, and others. Some coalitions have sought support from less traditional donors. For example, Swaziland’s business coalition obtained funding from organizations such as the Rotary Club and Amnesty International.

Table 7.1: Membership pricing models

Fee structure	Advantages	Disadvantages
No fee	<ul style="list-style-type: none"> ✓ Enhances inclusiveness and allows for the participation of small and medium enterprises (SMEs). 	<ul style="list-style-type: none"> ✓ Eliminates key revenue source. ✓ May reduce member buy-in and commitment. ✓ May signal lack of member commitment to donors and negatively impact their giving. ✓ May create perception that the coalition is not operating like a business.
Flat fee	<ul style="list-style-type: none"> ✓ Provides key revenue source. ✓ Helps ensure the buy-in and commitment of members. ✓ Signals member commitment to donors and can enhance giving. 	<ul style="list-style-type: none"> ✓ Reduces inclusiveness and discourages participation of SMEs. ✓ Does not allow for easy flexibility during times of economic crisis
Sliding scale	<ul style="list-style-type: none"> ✓ Provides key revenue source. ✓ Allows for inclusiveness and participation of SMEs. ✓ Helps ensure the buy-in and commitment of members. ✓ Signals commitment to donors and can enhance giving. 	<ul style="list-style-type: none"> ✓ Can be complex to administer. ✓ Creates risk that most companies will opt for lowest membership dues, jeopardizing revenue streams and member commitment.

Box 7.1: How to determine membership fees

The following basic steps can help your coalition determine the appropriate fees to charge:

- ❑ **Consider the budgetary needs of the coalition.** Develop a five-year plan with a budget growing over time. How much of the budget needs to be generated through membership fees to support the activities the coalition is planning?
- ❑ **Consider the desired member composition and mix.** Is the coalition primarily focused on large companies or on small and medium firms (SMEs)? Does the coalition wish to include non-business members?
- ❑ **Assess the organizational landscape.** Find out what other business organizations are charging for similar services.
- ❑ **Consult with coalition members and Board members.** It is important to understand what coalition members would be willing to pay. The Board should be able to offer valuable guidance.

Table 7.2: Sample resource assessment

Product	Resource requirements	Source	Estimated cost
HIV/AIDS in the workplace training for 50 large companies	Site space	Member in-kind donation	Free
	Training materials	Outsource to external training company	\$5,000
	3 trainers for course	Outsource to external training company	\$2,000
	Marketing materials — posters, flyers, letters, etc.	Internal	\$1,000
	2 staff for one month (secretariat staff support for organization, marketing, fund-raising, selecting trainers, etc.)	Internal	\$5,000

These donors frequently support business coalitions because they believe the business sector can complement the efforts of other actors in the fight against HIV/AIDS and can play a key role in the response to the epidemic. Examples of donor funding are described below in Box 7.2.

Box 7.2: The role of donor funding in existing coalitions

Start-up funding: Many of the most successful coalitions have been formed with nearly 100 percent of their start-up funds coming from foundations, bilateral agencies, and/or multilateral organizations. For example, the Ford Foundation supports the Asian Business Coalition on AIDS' (ABC on AIDS) mission to facilitate regional corporate capacities in the fight against AIDS inside and outside the workplace. The coalition aims to mobilize corporate resources — such as human resources, management and marketing skills, material assets, training venues, and funds — to assist in HIV/AIDS prevention

Ongoing funding needs: Except for a small initial catalytic grant from the United Nations, the Zambian coalition, since its launch, had largely been funded through membership contributions. However, the coalition has recently recognized that membership fees are insufficient to sustain the work of the secretariat. As a result, the ZBCA currently is exploring longer-term funding sources from the international donor community.

Funding for expansion: In 2003, the South African Business Coalition received a four-year grant of £1,000,000 from the United Kingdom Department for International Development (DFID). The grant enabled the coalition to significantly expand its operations beyond its membership base. It will be used by SABCOHA to develop a more focused local presence across South Africa and to create new tools and products, including a SME toolkit, for SABCOHA's members.

VIII. Legal Considerations



Officially registering a business coalition allows the organization to legally function and be eligible to take advantage of a range of funding opportunities. Business coalitions can be registered as non-governmental organizations (NGOs), private voluntary organizations (PVOs), associations, foundations, or limited liability companies (LDT). The type of entity that is right for your coalition will depend on the specific national tax and legal situations.

Once you have created a strategic plan and determined the needs and services of your organization, the coalition directors can then consider how to register in order to maximize resources and accomplish the goals and objectives that have already been set out.

Registering a business coalition

Both the origin of financial support for a coalition's start-up and the regulatory and legal framework at the national level will heavily influence the legal structure of a coalition. Coalition funders or sponsors, including international donors or government agencies, may prefer a particular legal structure. In addition, the requirements and advantages for registering will vary dramatically from country to country. It is therefore not possible to give definitive advice in this toolkit on the most suitable legal form under which to establish a business coalition. Table 8.1 provides some guiding questions to assist a coalition in choosing a legal structure.

Table 8.1: Issues to consider when registering a business coalition

Key issues	Specific questions to consider
Options	What are the options in your country for registering an organization?
Reporting	What are the reporting requirements for each possible legal structure?
Tax implications	What are the tax implications? Are there specific tax benefits to registering in one way versus another?

Key issues	Specific questions to consider
Liability	Are there liability issues? For example, is the Board of directors liable to be sued?
Board of directors	What are the requirements in terms of composing a Board of directors?
Partnerships	Are there limitations in the types of partnerships one legal structure allows the organization to develop as opposed to another?
Resources	What types of resources will be available and for how long?
Donor preference	What is the preferred legal structure of the coalition’s primary donors?

Leadership must examine each option closely to determine which entity will be the most flexible and capable of leveraging different types of members and the maximum amount of resources for proposed programs and activities.⁹

It is recommended that you speak with the National AIDS Commission, Ministry of Commerce and perhaps representatives from potential donor organizations in your country to find out more about the advantages and disadvantages of each structure and to determine the legal configuration that is right for your organization.

⁹ Under the MAP support, all NGOs, businesses and coalitions should be legally established in the country.

IX. Operationalizing the Coalition



A. Partnerships and collaborations – Mapping resources

Defining partnerships and collaborations

Partnerships can be invaluable resources for business coalitions. Among other things, technical and strategic partners provide ways to gain knowledge and expertise, expand impact, and reach new client bases. The form and purpose of these partnerships can vary widely. Coalitions can partner or collaborate with other business coalitions, member businesses, NGOs, community organizations, chambers of commerce, national or local government, labour unions, international donors and a host of other entities.

It is often helpful to map resources that exist and identify how partners can work with you to fill the gaps. See Table 9.1

Table 9.1: Mapping resources

Contributions	Contributor						
	Government	Labour	Multilateral & bilateral agencies	NGOs	UN Agencies (WHO, UNAIDS)	Businesses	Business Coalitions
Advocacy		X				X	X
Expertise	X	X	X	X	X	X	X
Financial			X		X	X	
Goodwill		X					
Implementation/ implementation assistance		X		X			
Infrastructure	X					X	
In-kind			X			X	
Political	X	X					
Strategic			X				X
Technical	X		X	X	X		X
Coordination					X		X

Examination of potential contributors

As indicated in table 9.1, contributions do not need to be financial. In many cases there are great benefits to be realized from in-kind contributions, political will, advocacy in the public sector, expertise in proposal writing and capacity building and technical assistance in implementing programs. The following list provides you with some examples of how some organizations can provide highly valuable contributions.

Government agencies

Many business coalitions work closely with Ministries of Health and Labour and National AIDS Commissions. Examples of partnering with business coalitions in Kenya, Swaziland and Namibia are shown in Box 9.2.

Labour unions and employer federations

Labour unions reach an enormous number of people in a very organized and coordinated way. Quite often, labour unions already recognize the impact of HIV/AIDS on their workers and have programs that are designed to address these needs. An important lesson a number of business coalitions have learned is that building on the efforts of labour union programs, and obtaining buy-in and participation from workers and employers, makes it much easier to carry out HIV/AIDS interventions in the workplace. Box 9.3 illustrates how business coalitions are collaborating with labour unions.

International donors

International donors can be a major funding source for business coalitions. See Box 9.4 for some examples of how international donors such as DFID, the World Bank, USAID, etc., have been involved in the building and strengthening of business coalitions.

NGO's and other community organizations

Partnering with NGOs or other community organizations may allow business coalitions to expand their services and products in areas they otherwise might not have the knowledge or resource base to reach. For example, partnering with NGOs or community organizations may allow for increased community outreach. See Box 9.5 on Partnering for Expanded Impact: Community Outreach for an illustration.

Businesses

Global corporations and large national companies often have corporate commitments to addressing HIV/AIDS. In particular, large employers are keenly aware of working on programs not only with their employees but also with families, communities and their supply chains. See Box 9.6 for a demonstration of how business coalitions can take advantage of large influential members to conduct major outreach programs.

Business coalitions

Newly formed business coalitions against HIV/AIDS can benefit substantially from networking with more established and experienced coalitions in other countries. Existing coalitions can provide useful knowledge on lessons learned and share technical capabilities. One way to transfer this knowledge is through study tours in countries where things are operating effectively and there is participation in regional private sector mobilization meetings that bring together countries to develop strategies, mechanisms and national agendas.

CD-ROMs of the Zambia, Namibia, Bali and Malawi meetings are available on the World Bank MAP website : www.worldbank.org/afr/aids/

Box 9.1: How to develop partnerships

- ❑ **Identify strategic partnering opportunities.** Consider what opportunities and/or membership bases might be best served through partnerships. Are there opportunities the coalition wishes to pursue for which it lacks the knowledge, membership base, or resources? Could the coalition leverage its strengths through certain partnerships?
- ❑ **Brainstorm potential partnering organizations.** List all organizations that could serve as potential partners for the opportunities identified above. Draw on the supply assessment, the Board expertise, and coalition members for input.
- ❑ **Create a short-list of potential partners.** Identify which organizations would make optimal partners. In doing so carefully think through what the coalition hopes to gain from the partnership — knowledge, resources, an expanded network, new members, customers etc. Which of the organizations identified in Step 2 provide this? Also consider what resources or value your organization brings to the partner.
- ❑ **Determine the best methods of approaching the potential partner.** If Board members, existing coalition members, or coalition supporters

have a relationship with the potential partner, a personal invitation may prove helpful.

- ❑ **Set up initial meetings to discuss the partnership and determine next steps.**
- ❑ **Determine the partnership structure and develop activities.** To achieve a sustainable relationship, the partnership should be structured to maximize benefits for both parties.
- ❑ **Are there costs associated in the development of partnerships?**

Box 9.2: Partnering with government agencies

NABCOA has enjoyed strong political support from the beginning and the Namibian Minister of Health played a particularly active role in the creation of the council. As the plans for NABCOA started to take shape, the ministry of health indicated that it welcomed the plans and would consider NABCOA a future ally in the fight against AIDS in Namibia.

The Swaziland Business Coalition is partnering with Swaziland’s NERCHA a national AIDS commission. NERCHA sits on the technical committee of the business coalition.

KHBC has chosen a similar route, making sure that Kenya’s NACC is represented on KHBC’s Management Board, enabling coordination of its activities with the NACC. It also makes sure that the NACC stays informed about all of KHBC’s work and can give its input into the strategic direction of the coalition. Furthermore, as KHBC has observed, working closely with the NACC prevents business from the potential risk of being seen as acting isolation from the rest of society. By working with the NACC, the business coalition therefore ensures that the work of the private sector is an integral part of the national response to the HIV/AIDS epidemic.

Box 9.3: Collaborating with labour unions: Increasing the participation of workers

Labour unions have been actively involved in Swaziland Business Coalition from the start. “The labour unions are crucial partners for example in advocacy. While the coalition’s advocacy efforts tend to be top-down, the labour unions carry out bottom-up advocacy. We share the same goals and need to work together,” says Ton Vriend, Executive Director of the Swaziland Business Coalition on HIV/AIDS. According to Derek Von Wissel, his predecessor: “You need the Managing Director’s approval to get into the company to talk about AIDS. However, you need the workers’ approval to get an HIV/AIDS program up and running successfully.”

The Kenya HIV/AIDS Business Council has chosen a different strategy than the coalition in Swaziland. KHBC does not work with labour on an institutional level, but instead it partners with labour on a practical level to implement programs. For example, KHBC will often insist that labour representatives take part in HIV/AIDS training sessions organized by KHBC within a company. KHBC also recognizes that labour leaders are opinion leaders that need to be involved to secure successful implementation of HIV/AIDS programs. This lesson is made even more important by the fact that many Kenyan workers subscribe to medical schemes through their labour unions, not through their employers.

Box 9.4: Partnering with international donors

The World Bank's MAP Program: The Multi-Country HIV/AIDS Program for Africa (MAP) is a US\$ 1.0 billion program operating in 28 countries with 3 sub-regional projects. The World Bank is actively involved in building and strengthening business coalitions, especially in MAP countries in Africa. In Malawi, for instance, the creation of a business coalition on AIDS in 2003 was the result of an active collaboration between local businesses, government and the World Bank. Through its MAP program, the World Bank is working with NACs and business coalitions in a broad range of countries to catalyze greater collaboration and coordination between the private and public sectors in the fight against AIDS.

DFID: In 2003, SABCOHA received a £1,000,000 grant over four years from DFID. The grant will allow the coalition to significantly expand its activities across the country. One of SABCOHA's aims is to set up offices in major centres around the country, starting with Durban and Cape Town. Each office would be staffed by a Resource Centre Manager as well as a Membership and Research Manager. With its new local presence, SABCOHA is also planning to scale up its efforts to reach SMEs and to develop new tools for this group.

In 2002, DFID allocated a £700,000 grant to create a Private Sector Coalition Against AIDS — Lesotho (PSCAAL). This is a 2-year partnership between the Institute of Migration, the Association of Lesotho Employers and CARE. The aim of the project, which was launched following a DFID study describing the vulnerability of many female garment workers, is to generate a broad private sector response to HIV/AIDS in Lesotho. It has three components: research and advocacy, home-based care and support, and workplace outreach. In particular, PSCAAL will support 15 businesses, mostly from the garment industry, in developing workplace policies and implementing HIV/AIDS awareness programs, condom distribution, and voluntary counseling and testing.

USAID: In Ghana, USAID has partnered with Private Enterprise Foundation (PEF) and Family Health International (FHI) to increase the local private sector response to HIV/AIDS. As part of a pilot project, seven businesses from various sectors such as construction, food and beverage, energy, mining and metal have received assistance in designing and implementing HIV/AIDS workplace education and prevention programs.

With assistance from PEF and FHI, each company has established workplace HIV/AIDS policies and programs and held a three-hour information session for staff. More than 200 peer educators also have been trained in the seven companies. In addition, the companies have scaled up their capacity to provide voluntary counseling and testing as well as treatment for STIs (not HIV/AIDS) for their employees. The project partners have also sought to increase HIV/AIDS awareness among business leaders across Ghana. For this purpose, since the start of the project in 2002, a total of 410 senior executives from trade associations and individual businesses have attended advocacy workshops aimed at raising awareness and reducing stigma associated with HIV/AIDS.

Box 9.5: Partnering for expanded impact: Community outreach

The Uganda Business Coalition on HIV/AIDS (UBC), which is an NGO service provider rather than a business alliance in the traditional sense, has created an innovative model for reaching the informal sector with HIV/AIDS interventions. The “Afya Sokoni partnership initiative” is targeting 45,000 vendors in the Owino/St. Balikuddembe market, the largest market in East and Central Africa. As part of this project, UBC is training peer educators and disseminating HIV/AIDS information to workers in the market. The workers typically have very low incomes and 70 percent of them are women. They represent a complex community, with more than 30 different tribes in the Owino market alone.

In order to be able to deliver HIV/AIDS services in this community without formal employers, UBC has partnered with umbrella organizations such as Uganda Market Vendors Association (UMVA), building on the loose administrative structures that exist in the market vendor community. UBC has also secured the participation of the municipal authorities that license these informal businesses in the market, namely the Kampala City Council, in order to gain further commitment and support from the vendors. The “Afya Sokoni” project is a partnership between UBC, the Norwegian Agency for International Development (NORAD), UMVA and the Mayors Alliance. UMVA has a membership of 56 markets across Uganda, providing large opportunities for scaling up if adequate funding is available.

Box 9.6: Partnering for expanded impact: SME outreach

In 2003, a new partnership was created between Standard Chartered Bank, the Zambia Business Coalition on HIV/AIDS (ZBCA), and Amnesty International as part of the UN Global Compact. The aim was for Standard Chartered to share its expertise in developing HIV/AIDS programs with smaller companies in the local community.

The United Nations Global Compact provided the partner groups with funding to carry out a needs assessment trip. The partner organizations visited each company individually and held a series of open discussions with workers. Based on these discussions, a pilot project in Kasama was developed, in which three SMEs received help training peer educators and developing workplace IEC (information, education, communication) programs. Moving forward, ZBCA and its partners see the Kasama pilot project as a role model for future efforts to reach SMEs.

B. Action plan

Once the major financial, strategic, and organizational issues have been decided, it is time to develop an action plan. The action plan should include a work plan and a timeline for the coalition's development and launch.

The work plan lists all the activities that need to be accomplished (e.g. approaching donors for financing, development and implementation of specific projects, recruiting of targeted Board and/or coalition members, etc.).

For each activity in the work plan the following should be listed:

- ✦ Who is responsible for managing the overall activity?
- ✦ What are the steps for completion?
- ✦ Who is responsible for each step?
- ✦ When must each step be completed by?
- ✦ What is the timeline for completing the overall activity?
- ✦ What are the resource needs?
- ✦ How will the monitoring and evaluation be done?

HIV/AIDS BUSINESS COALITIONS:

Based on this, an overall timeline for the coalition should be developed, including the date of coalition launch. Major milestones should be included — for example the date by which a certain amount of funding will be attained, products will be implemented, etc. Care should be taken to ensure that the timeline is realistic, accounting for potential delays or challenges.

X. Monitoring, Evaluation and Reporting



Monitoring and Evaluation (M&E) activities are essential for measuring the performance of business coalitions. Each coalition should regularly assess its actual progress against expectations from members and stakeholders, including donors. Without an effective M&E process, achievements cannot be recognised and built upon, poor performance cannot be identified until it is too late, and resources may be wasted on unsuccessful activities. M&E can serve as an important learning tool for a coalition, helping it to strive for continuous improvement.

An M&E framework will account for what is being monitored and evaluated, by whom, why, and to what end.¹⁰ An example of an M&E framework can be found in Appendix 10, “Framework Matrix — How to Develop a M&E Framework.” Monitoring and evaluation are defined as follows:

Monitoring is the routine and continuous assessment of ongoing activities and progress. Monitoring asks: “What are we doing?” Monitoring covers all aspects of program activity and ideally involves a plan for systematically collecting key program information relating to inputs, activities/processes, and outputs.

Evaluation is the assessment of overall achievements at certain defined intervals. Evaluation concerns the outcomes and ultimately the impact of a program. Evaluation asks: “What have we achieved and how can we improve?” Evaluation frequently uses program-monitoring data, but it also involves a specific and often independent program of research.

There are three general areas that can be monitored and evaluated:

1. **Activities relating to the business coalition itself:** Within the business coalition, several areas can be monitored and evaluated, most notably the deliverables set out in the business plan. These can include events, member acquisition, key projects, and publications.

¹⁰ “Local Government Response to HIV/AIDS: A Handbook”, The World Bank 2003

2. *Activities relating to the member companies:* This can include the monitoring and evaluation of the business response and the effectiveness of HIV/AIDS workplace programs implemented by member companies.
3. *Activities relating to the wider community:* Assessing the wider community involves conducting global and local surveys and assessing behaviour changes and level of awareness in the community at large.

The majority of the business coalitions against HIV/AIDS that are up and running, with the exception of the Thailand Business Coalition, have not yet established a monitoring and evaluation framework. Oftentimes if a business coalition receives donor funding there are M&E and reporting requirements that the organization will be expected to meet.

For more information, refer to “National AIDS Councils: Monitoring and Evaluation Operations Manual” UNAIDS, World Bank August 2002 (www.worldbank.org/afr/aids/workshops/fbo_accra/M-and-E-Manual-English.pdf).

Reporting

Results and lessons learned from the M&E process can be shared both internally and externally to enhance organizational learning and assist with the transfer of best practices between coalitions. This reporting and dissemination process includes:

- ♦ Producing a monitoring report: a short summary report that highlights achievements, failures, problems faced and how they were overcome, and proposed future steps.
- ♦ Scheduling workshops to discuss findings of each evaluation and incorporate lessons learned into revised work plans.
- ♦ Circulating results to relevant stakeholders.

Table 10.1

Asian Business Coalition — Indicators and targets, 2004-2008				
Indicators of Achievement	2004	2005	2006	2007
Developed member company policies on HIV/AIDS	10	20	25	25
Implemented prevention programs:				
# awareness raising campaigns	NA	NA	NA	NA
# workplace training programs				
# workplaces provide condoms				
# workplaces that provide access to care and support	NA	NA	NA	NA
# country partners that have developed advocacy packages	13	15	15	15
# country partners that have developed training products	13	15	15	15
Quality Indicators	2004	2005	2006	2007
# new coalition members	5	10	15	20
# one-to-one business meetings	30	40	50	50
# business sector meetings	2	4	4	4
# advocacy publications distributed	4	6	8	8
# website hits	NA	NA	NA	NA
# regional training programs conducted for service providers	2	3	4	5
# country website sections developed and/or updated	13	15	15	15
# translations of ABC on AIDS advocacy booklet	3	NA	NA	NA
# ABC on AIDS advocacy booklets distributed among local business	2,000	3,000	4,000	5,000
# countries covered by service providers	13	15	15	15

(Source: Dr. Anthony Pramualratana and Sander Videler, *Asian Business Coalition on AIDS: Increased Business Responses to HIV/AIDS in Asia, Period: 2004-2008*, Bangkok, May 2003.)

Box 10.1: How to design M&E and reporting frameworks

Below are the basic steps in creating a monitoring and evaluations process. As a guideline, monitoring activities should occur approximately every six months. Evaluation can occur less frequently, approximately every two years.

Monitoring

- ❑ **Determine project objectives to be monitored:** The activities undertaken by a business coalition should be geared towards achieving the overall goals set out in the business plan. To accomplish this, each project or program undertaken should have defined objectives so that all the coalition’s efforts are focused, relevant, and working to achieve its overall goals.
- ❑ **Project objectives, if they are to be useful, should be SMART:** Specific, Measurable, Achievable, Relevant, and Time-bound.
- ❑ **Identify specific indicators to be measured:** An indicator is a quantitative or qualitative measure of program performance, indicating to what extent program results have been achieved. An example of various indicators and targets can be found in Table 10.1, “Indicators and Targets of Asian Business Coalition, 2004-2008.”
- ❑ **Set targets in accordance with the objectives:** Set targets for each objective or activity defined above. Targets are the specific quantitative or qualitative results expected from the activity within a certain time frame.
- ❑ **Indicators determine what must be measured:** For example, a program to establish voluntary counselling and HIV testing among municipal employees may need to ask the question: “How effective has the program been in promoting VCT?” In seeking to answer this question, an appropriate indicator could be the number of employees who have undergone VCT. More specific measures could include an analysis of the number of VCT procedures completed in the VCT facility. Ideally, indicators are selected that are both important for programming (demonstrating impact or improving effectiveness) and are relatively easy to track
- ❑ **Determine an implementation process for monitoring:** Coalitions must clearly identify the individuals with responsibility for gathering the data needed for monitoring. Coalitions must also decide when and how the data will be obtained. In obtaining the data to measure the indicators, there are many alternative methods that can be used, including:
 - ✓ Interviews.
 - ✓ Analysis of program documentation and minutes.

- ✓ Surveys/questionnaires.
 - ✓ Focus group discussions.
- ❑ **Conduct a baseline assessment:** All monitoring processes need an initial, or baseline, assessment against which to compare future progress. Optimally this assessment should use the same methodology (e.g. surveys) as in future monitoring efforts to help ensure consistency.

Evaluation

- ❑ **Analyse data against targets and take corrective action where necessary:** Periodically measure the progress made on the indicators against the designated targets. Data for evaluations may draw partially on monitoring information but also should rely on more independent, in-depth assessments. Use the evaluations results to identify and correct project problems, facilitate the planning of new or additional activities, and provide incentives to well-performing units.
- ❑ **Conduct midterm or/and final evaluations for any projects that the coalition may be implementing.**

Reporting

- ❑ **Decide what types of reports are needed and to whom they should be targeted:**
- ✓ Annual reports.
 - ✓ Quarterly reports.
 - ✓ Newsletters.

HIV/AIDS BUSINESS COALITIONS:

Appendix 1:



List of resources and references

EXISTING BUSINESS COALITIONS

BARBADOS

Barbados Employers' Confederation

Address: 1st Floor, Nemwil House, Lower Colleymore Rock
St Michael, Barbados
Phone: (+1246) 426 1574 / 426 0929
Fax: (+1246) 429 2907
E-mail: becon@sunbeach.net
URL: www.barbadosemployers.com

BOTSWANA

Botswana Business Coalition on AIDS (BBCA)

Contact person: Kabelo Ebineng
Address: Suite 269, Broadhurst Postnet, Private Bag BR 351
Gaborone, Botswana
Phone: 267 71 77 13 75
Fax: 267 58 25 27
E-mail: afakae@info.bw

BRAZIL

National Business Council for the Prevention of AIDS, Brazil

Contact person: Murilo Moreira
Address: Volkswagen do Brazil, Via Anchieta, Sao Bernardo do Campo
Sao Paulo 09823-901, Brazil
Phone: 55 11 4347 4843
Fax: 55 11 4347 5358
E-mail: murilo.moreira@volkswagen.com.br

ETHIOPIA

Ethiopian Employers Federation

Contact person: Yohannes Beshah, HIV/AIDS Project Coordinator
Address: Woreda 19 Kebele 50 H. No 957, Addis Ababa, Ethiopia
Phone: 251-1-523419 (528261)
Fax: 251-1-614326 (528261)
E-mail: eef@telecom.net.et

Ethiopian Business Council

Contact person: Ato Kebour Ghenna
Mobile: +251 9 213705
Phone: +251 1 400205 / 401096 /401097 / 425146
E-mail: iafrica@telecom.net.et

GHANA

Private Enterprise Foundation, Ghana

Contact person: Frimpong Addo, Programs Officer
Address: P.O. Box C-1671, Cantonments – Accra, Ghana
Phone: 233-21-515608
Fax: 233-21-515600
E-mail: faddo@pefghana.org

Private Enterprise Foundation

Contact person: Dr. Osei Boeh-Ocansey, Director General
Address: P. O. Box Ct 1671, Cantonments – Accra, Ghana
Phone: 233-21-515608
Fax: 233-21-515600
E-Mail: Info@Pefghana.Org
Website: www.Pef.Org

Ghana Social Marketing Foundation

Contact person: Mr. Alex Banful, Director General
Address: P. O. Box 1847, Cantonments – Accra, Ghana
Phone: 233-21-779395
Fax: 233-21-775948
E-Mail: Abanful@Gsmf.Com.G
Website: www.Gsmf.Com.Gh

Association of Ghana Industries

Contact person: Andrew Lawson, Executive Director
Address: P. O. Box An 8624, Accra, Ghana – North
Phone: 233-21-779023/4
Fax: 233-21-773143
E-Mail: Agi@Agi.Org.Gh
Website: www.Agi.Org.Gh

Ghana Aids Commission

Contact person: Prof. S. A. Amoa, Director General
Address: P.O. Box Ct 5169, Cantonments – Accra, Ghana
Phone: 233-21-782263/2
Fax: 233-21-782264
E-Mail: Sakyi_2000@Yahoo.Com

Family Health International

Contact person: Kwame A.S. Essah
Address: P. O. Box Ct 4033, Accra, Ghana
Phone: 250456/7010281
Fax: 250457
E-Mail: Kessah@Fhi.Org.Gh
Website: www.Fhi.Org

Johns Hopkins University

Contact person: Ian Tweedie
Address: P. O. Box Ct 5573
Phone: 770552/770553/782461
Fax: 770554
E-Mail: Itweedie@Jhuccp.Org.Gh

INDIA

Confederation of Indian Industry (CII)

Address: 23, Institutional Area, Lodi Road
New Delhi - 110 003, India
Phone: 91-11-4629994-7, 4626164/4625407
Fax: 91-11-4626149/4633168
E-mail: ciico@ciionline.org

INDONESIA

National Business Alliance on HIV/AIDS, Indonesia

Contact person: Dr. Hadi S. Topobroto, Director
Address: Graha Sucofindo, FL. 15, Jalan Raya Pasarminggu 34
Jakarta, Indonesia
Phone: +62 21 798 6774
Fax: +62 21 798 6776
E-mail: nba_aids@uninet.net.id

KENYA

Federation of Kenyan Employers (FKE)

Contact person: G.N. Konditi, Deputy Executive Director
Address: P.O. Box 48311
Nairobi, Kenya
Phone: +254 (2) 721 929; 720 242
Fax: +254 (2) 721 990
E-mail: fke@arcc.or.ke

Kenya HIV/AIDS Business Council

Contact person: George Wainana, Programme Manager
Address: P.O. Box 30062 GPO
Nairobi, Kenya
Phone: +254 20-220940
Fax: +254 20-340319
E-mail: wainana@kenyahivbusinesscouncil.org

Kenya HIV/AIDS Private Sector Business Council

Contact person: Mr. William Njoroge, Consultant
Address: International House, 11th floor, P.O. Box 41931, GPO, 00100
Nairobi, Kenya
Phone: +254 20-2730600/254-020-2731078
E-mail: wkiarie@crystalhill.co.ke

LESOTHO

Private Sector Coalition Against AIDS in Lesotho Project

Contact person: Momohao Mohatla
Address: CARE Lesotho-SA, P.O. Box 682, Maseru 100, Lesotho
Phone: +266-22-327144
Fax: +266-22-327145
Email: mmohatla@care.org.ls

MALAWI

Chemicals & Marketing Ltd.

Contact person: Dumisani A. Chisala, Commercial Director
Address: Kidney Crescent, P.O. Box 1230, Biantyre, Malawi
Phone: 265 1 679 600
Fax: 265 1 671 515
E-mail: dumisani@chemicals.co.mw

Unilever South East Africa

Contact person: Charles A. Cofie, Managing Director
Address: P.O. Box 5151, Limbe, Malawi
Phone: 265 1 641 100
Fax: 265 1 645 720
E-mail: charles.cofie@unilever.com

MALAYSIA

Malaysian AIDS Council (MAC)

Contact person: Mr. Nik Fahmee Hussein, Executive Director
Address: No. 12, Jalan 13/48A, The Boulevard Shop Office, Off Jalan Sentul
51000 Kuala Lumpur, Malaysia
Phone: (+60-03) 4045-1033
Fax: (+60-03) 4042-6133
E-mail: nik@mac.org.my

MOZAMBIQUE

Business Against AIDS, Mozambique

Contact person: Jeanne Stephens, Co-Chair
Address: Av. 10 de Novembro, Recinto da Facim
Maputo, Mozambique
Phone: +258-1-311734
Fax: +258-1-307369
E-mail: jstephens@austral.co.mz

CIMPOGEST, Mozambique

Contact person: Gerry S. Marketos, Managing Director
Address: 794 Julius Nyerere Avenue, Recinto da Facim
Maputo, Mozambique
Phone: +258-1-4988242
Fax: +258-1-492102
E-mail: gerry@cimpogest.com

NAMIBIA

Namibia Business Coalition on AIDS (NABCOA)

Contact person: Peter J. Van Wyk, Program Manager
Address: 29 Schubert Street, Windhoek West, P.O. Box 11735
Windhoek, Namibia
Phone: +264-61-226-771
Fax: +264-61-226-771
E-mail: nabcoa@africaonline.com.na

NEPAL

Federation of Nepalese Chambers of Commerce and Industry (FNCCI)

Contact person: Mr. Suraj Vaidya, Ex-officio Vice President
Address: PO Box 269, Pachali Shahid Shukra FNCCI Milan Marg Teku
Kathmandu, Nepal
Phone: (+977-1) 262-061, 266-889
Fax: (+977-1) 261-022, 262-007
E-mail: fncci@mos.com.np
URL: www.abcon aids.org/nepal

NIGERIA

Nigeria Business Coalition on HIV/AIDS

Contact person: Omatsola E. Kpiasi
Address: Chevron Nigeria, 2 Chevron Drive, Lekki Peninsula, P.M.B. 12825
Victoria Island, Lagos, Nigeria
Phone: +234 1 260 7049
Fax: +234 1 260 7715
E-mail: eokp@chevrontexaco.com

SINGAPORE

AmCham Singapore HIV/AIDS Taskforce

Name: Joyce Odom
Address: 1 Scotts Road, #23-03/04 Shaw Centre
Singapore 228208
Phone: (+65) 6235 0077 x20
E-mail: jodom@amcham.org.sg
URL: asp.amcham.org.sg/home/index.html

Business Coalition on AIDS (BCAS), Singapore

Contact person: Ms. Susie Salomon or Sharon Tan, Director Corporate Affairs
Address: C/o Levi Strauss Asia Pacific Pte Ltd., 1 Kim Seng Promenade
#16-01, Great World City East Tower
Singapore 237994
Phone: +65 6 331 5026, (+65) 6735-9303 or: 6341-9306
E-mail: info@bcas.org.sg

SOUTH AFRICA

South African Business Coalition on HIV/AIDS (SABCOHA)

Contact person: Tracey King
Address: P O Box 950, Parklands, 2121
Johannesburg, South Africa
Phone: +27 (0)11 880 4821
Fax: +27 (0) 11 880 6084
E-mail: tracey@sabcoha.co.za
URL: www.redribbon.co.za

SOUTH AFRICA (continued)

South African Business Coalition on HIV/AIDS (SABCOHA)

Contact person: Gaby Magomola, Chairman
Address: P O Box 950, Parklands, 2121
Johannesburg, South Africa
Phone: +27 (0)11 234 3020
Fax: +27 (0) 11 234 3021
E-mail: tracey@sabcoha.co.za or
info@sabcoha.co.za

South African Business Coalition on HIV/AIDS (SABCOHA)

Contact person: Brad Mears, Chief Executive Officer
Address: 158 Jan Smuts Avenue
Johannesburg, South Africa
Phone: +27-11-880-4821
Fax: +27-11-880-6084
E-mail: brad@sabcoha.co.za

SWAZILAND

Swaziland Business Coalition on HIV/AIDS

Contact person: Ton Friend, Chairman
Address: Federation of Swaziland Employers (FSE)
Business Coalition on HIV/AIDS, P.O. Box 777
Mbabane, Swaziland
Phone: +268 404 6665
Fax: + 268 404 6107
E-mail: tgfriend@realnet.co.sz
URL: www.business-swaziland.com/html/fse.html

THAILAND

Asian Business Coalition on AIDS (ABC on AIDS)

Address: C/o Thailand Business Coalition on AIDS (Secretariat), Chamnan
Phenjati Business Center, Suite 65/92-93, 10th floor, Rama 9 road
Huaykwang Bangkok 10320, Thailand
Phone: (+66-2) 643-9891 (to 3), 643-1048 (to 9)
Fax: (+66-2) 643-9894
E-mail: abcon aids@abcon aids.org
URL: www.abcon aids.org

Thailand Business Coalition on AIDS (TBCA)

Contact person: Dr. Anthony Pramualratana, Executive Director
Address: Chamnan Phenjati Business Center, Suite 65/92-93
10th floor, Rama 9 road
Huaykwang Bangkok 10320, Thailand
Phone: (662) 643-9891 (to 3) / 643-1048 (to 9)
Fax: (662) 643-9894
E-mail: tbca@ksc.net.th
URL: www.abcon aids.org/tbca

UGANDA

Centers for Disease Control (CDC) (USAID)

Contact person: Vicki L. Moore, Mission Director
Address: PO Box 7856
Kampala, Uganda
Phone: 256 41 387-387
Fax: 256 41 387-292
E-mail: contactuganda@usaid.gov
URL: www.usaid.or.ug

National Community of Women Living with HIV/AIDS in Uganda (NACWOLA)

Contact person: Dorothy Namutamba, Coordinator/Kasolo Scovia, Chairperson
Address: PO Box 4485
Kampala, Uganda
Phone: 256 41 269694
Fax: 256 41 269694
E-mail: nacwola@infocom.co.ug

National Guidance and Empowerment Network of People Living with HIV/AIDS in Uganda

Contact person: Major Rubaramira Ruranga, Founder and National Coordinator
Address: PO Box 10028
Kampala, Uganda
Phone: 256 41 343 301/77 701 820
Fax: 256 411 343 301/77 250
E-mail: ngen@infocom.co.ug

Standard Chartered Bank - Uganda

Contact person: Richard Etemesi
Address: Head Office and Kampala Branch
5 Speke Road
Kampala, Uganda
Phone: 041 258 8211/7 or 041 231 473
Fax: 041 343 301/77 250
E-mail: richard.Etemesi@ug.standardchartered.com

The AIDS Support Organization (TASO)

Address: Kanyaya off Gayaza Road, PO Box 10443
Kampala, Uganda
Phone: 256 41 567637
Fax: 256 41 566704
E-mail: tasodata@imul.com

Uganda Business Coalition on HIV/AIDS (UBC)

Contact person: Dr. Dickson Opol, Executive Director
Address: PO Box 34301
Kampala, Uganda
Phone: 256 41 341022
Fax: 256 41 341022
E-mail: dykson20@africaonline.co.ug

HIV/AIDS BUSINESS COALITIONS:

USA

Corporate Council on Africa (CCA)

Contact person: Dr. Victor Barnes
Address: 1100 17th Street, N.W.
Suite 1100
Washington, DC 20036
Phone: (202) 835-1115
Fax: (202) 835-1117
E-mail: vbarnes@africacncl.orgp
URL: www.africacncl.org

Global Business Coalition on HIV/AIDS (GBC)

Contact person: Richard Holbrooke, President and CEO
Address: 1515 Broadway, 45th Floor, c/o Viacom
New York, NY 10036, USA
Phone: +1 212-846-5893
Fax: +1 212-846-1939
E-mail: info@businessfightsaids.org
URL: www.businessfightsaids.org

ZAMBIA

Zambia Business Coalition on HIV/AIDS (ZBCA)

Contact person: Ann Vink, Communications Officer
Address: ZANACO, 4th Floor, PO Box 31026
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Fax: +260 220 802
E-mail: zbcas@zamtel.zm

Zambia HIV/AIDS Business Sector Project (ZHABS)

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Anglican Cathedral of the Holy Cross Grounds
1 Chikwa Road, Longacres
Lusaka, Zambia
Phone: +260 1 252819
Fax: +260 1 253777
E-mail: zhabsp@zamnet.zm

ZIMBABWE

Zimbabwe Business Council on AIDS (ZBCA)

Contact person: Dr Norman Nyazema
Address: CI ROAF, 11 Connaught Road, Avondale
Harare, Zimbabwe
Phone: +263-4-302-283
Fax: +263-4-303-092
E-mail: nznyazema@yahoo.com

TOOLS

AED SMARTWork Program

www.smartwork.org

AED SMARTWork Program

Management and Labor Leaders' Guide to Workplace HIV/AIDS Policies and Programs

(available also in Spanish)

www.smartwork.org/resources/pubs.shtml

AED SMARTWork Program

Needs Assessment Guide (PDF)

www.smartwork.org/resources/pdf/needs-assessment.pdf

AED SMARTWork Program

IEC/BCC Materials Database

www.smartwork.org/scripts/search_materials.cfm

Centers for Disease Control and Prevention, Business Response to AIDS

www.brta-lrta.org

Centers for Disease Control and Prevention Business Responds to AIDS,

Labor Response to AIDS

HIV/AIDS Workplace Tools

www.brta-lrta.org/tools/tools.htm

Centers for Disease Control and Prevention Business Responds to AIDS,

Labor Response to AIDS

Labor Manager's Toolkit Respond to AIDS

www.brta-lrta.org/tools/pdf_mngrkit/mgr_kit.pdf

Centers for Disease Control and Prevention Business Responds to AIDS,

Labor Response to AIDS

Labor Leader's Toolkit Responds to AIDS

www.brta-lrta.org/tools/pdf_laborkit/lbr_kit.pdf

Centers for Disease Control and Prevention Business Responds to AIDS,

Labor Response to AIDS

Business PowerPoint presentation

www.brta-lrta.org/tools/business.ppt

Centers for Disease Control and Prevention Business Responds to AIDS,

Labor Response to AIDS

Labor PowerPoint presentation

www.brta-lrta.org/tools/labor.ppt

Centers for Disease Control and Prevention Business Responds to AIDS,

Labor Response to AIDS

Outreach tools

www.brta-lrta.org/tools/collateral.htm

Family Health International

www.fhi.org

HIV/AIDS BUSINESS COALITIONS:

Family Health International

Workplace HIV/AIDS Programs: An Action Guide for Managers

(available in English and French)

www.fhi.org/en/HIVAIDS/Publications/manualsguidebooks/Workplace_HIV_program_guide.htm

Futures Group

www.tfgi.com

Futures Group

HIV/AIDS Policy Compendium Database

<http://64.242.197.201/>

Futures Group

AIDS Impact Model for Business

www.futuresgroup.com/aim

Futures Group

AIM Presentation

www.futuresgroup.com/WhatWeDo.cfm?page=Software&ID=AIM

Futures Group

GOALS for Business

www.futuresgroup.com/WhatWeDo.cfm?page=Software&ID=GOALS%20for%20Business

Futures Group

Workplace Policy Builder (still in testing stages)

www.futuresgroup.com/WhatWeDo.cfm?page=Software&ID=Policy%20Builder

Global Business Council

www.businessfightsaids.org

GTZ

AIDS Control in Companies in Africa- ACCAI

www.gtz.de/aids-at-the-workplace

IFC Against AIDS

www.ifc.org/ifcagainstaids

IFC Against AIDS Tools

www.ifc.org/ifcext/aids.nsf/content/Tools

IFC Against AIDS

Country Partnership menus

www.ifc.org/ifcext/aids.nsf/content/Tools

ILO/AIDS

Workplace Policy Guidelines

www.ilo.org/public/english/protection/trav/aids/examples/workcover.pdf

ILO/AIDS

Putting a Workplace Policy into Place

www.ilo.org/public/english/protection/trav/aids/examples/workpract.pdf

GENERAL RESOURCES SITES

John Snow Inc.

Scales of Readiness Tool to Assess ARV Readiness

www.deliver.jsi.com/2002/archives/hivaids/sofr_tool/index.cfm

www.deliver.jsi.com/pdf/g&h/readinesstool_final.pdf

www.deliver.jsi.com/pdf/on_track/proq_ontrack.pdf

www.deliver.jsi.com/pdf/software/proq_manual.pdf

www.deliver.jsi.com/pdf/factsheets/hiv_faq3.pdf

E-Mail: bgriffith@jsi.com

Website: www.jsi.com

PSI/AIDSMark

HIV/AIDS Behavior Change Communication Catalogue

www.stratecommhost.com/aidsmark/web/home.htm

Strategically Managing AIDS Responses Together in the Workplace

www.smartwork.org

UNAIDS

www.unaids.org

World Bank

Multi-Country HIV/AIDS Program (MAP) for Africa

www.worldbank.org/afr/aids

World Bank

Education and HIV/AIDS: Sourcebook on HIV/AIDS Prevention Programs

www.schoolsandhealth.org/Sourcebook/sourcebook%20intro.htm

World Economic Forum Global Health Initiative

www.weforum.org/globalhealth

Global Business survey of country-by-country responses by business to HIV

www.weforum.org/globalhealth/whome

Case study library of workplace programmes

www.weforum.org/globalhealth/cases

RESOURCES

AED SMARTWork Program

International Resources

www.smartwork.org/resources/international.shtml

AED SMARTWork Program

Country-specific Resources

www.smartwork.org/scripts/web_links.cfm

AED SMARTWork Program

Country Briefs

www.smartwork.org/resources/pubs.shtml

RESOURCES (continued)

AED SMARTWork Program

Country Project Plans

www.smartwork.org/resources/pubs.shtml

AED SMARTWork Program

Zimbabwe Project Plan (PDF)

www.smartwork.org/programs/pdf/project-plan_zw.pdf

AED SMARTWork Program

SMARTWork Activity in Nigeria

www.smartwork.org/programs/ng.shtml

ECIAfrica

HIV/AIDS Response Team

www.eciafrica.co.za/Default.asp?SectionID=41

ECIAfrica

HIV/AIDS Response Team (HART) contacts

www.eciafrica.co.za/Default.asp?SectionID=81

Population Services International (PSI)

www.psi.org

PSI/AIDSMark

www.aidsmark.org/resources/reports.html

World Bank

Education and HIV/AIDS: Sourcebook on HIV/AIDS Prevention Programs

www.schoolsandhealth.org/Sourcebook/sourcebook%20intro.htm

BUSINESS CASES

AED SMARTWork Program

Heineken HIV/AIDS Workplace Policy

www.smartwork.org/resources/heineken.shtml

AED SMARTWork Program

Policies from South African Afrikaanse Handelsinstituut

www.smartwork.org/resources/handels_inst.shtml#top

ILO/AIDS

Cote d'Ivoire Electricite

www.ilo.org/public/english/protection/trav/aids/examples/cotedivoire.htm

ILO/AIDS

Durban Chamber of Commerce; Guidelines for affiliated companies (PDF)

www.ilo.org/public/english/protection/trav/aids/examples/durban.pdf

ILO/AIDS

Greater Involvement of People with HIV/AIDS (GIPA)

www.ilo.org/public/english/protection/trav/aids/examples/gipa.pdf

ILO/AIDS

Southern African Clothing & Textile Worker's Union (PDF)

www.ilo.org/public/english/protection/trav/aids/examples/clothing.pdf

World Economic Forum Global Health Initiative – Case Studies

<http://www.weforum.org/globalhealth/cases>

INFORMATION FOR SITUATIONAL ANALYSIS

AIDS Impact Model for Business

www.futuresgroup.com/aim

Provides an economic and demographic model to help managers analyze how HIV/AIDS is affecting their businesses.

Global Health Initiative, World Economic Forum

www.weforum.org/globalhealth/whome

A global survey of business leaders providing a country-by-country analysis of the state of business activity against HIV/AIDS and TB

HIV/AIDS Policy Compendium Database for the POLICY Project

<http://64.242.197.201/>

IFC Country Partnership Menus

www.ifc.org/ifcext/aids.nsf/Content/Tools.

BUSINESS INFORMATION RESOURCES

Launching and Managing a Coalition

Enterprising Nonprofits: a Toolkit for Social Entrepreneurs, Gregory Dees, Jed Emerson, and Peter Economy: John Wiley & Sons, Inc.

Strategic Tools for Social Entrepreneurs: Enhancing the Performance of your Enterprising Nonprofit, J. Gregory Dees, Jed Emerson, and Peter Economy: John Wiley & Sons, Inc, 2002.

INTERNATIONAL BUSINESS ORGANISATIONS

Business for Social Responsibility (BSR)

www.bsr.org

Conselho Empresarial Nacional, Brazil

www.aids.gov.br/cen/index.html

Corporate Council on Africa (CCA), United States

www.africancncl.org

Durban Chamber of Commerce and Industry, South Africa

www.durbanchamber.co.za

Global Business Council on HIV/AIDS, United States

www.businessfightsaids.org

The Global Reporting Initiative (GRI)

www.globalreporting.org

HIV/AIDS BUSINESS COALITIONS:

International Chamber of Commerce (ICC)

www.iccwbo.org

Prince of Wales International Business Leaders Forum, United Kingdom

www.iblf.org

World Economic Forum

www.weforum.org

INTERNATIONAL INSTITUTIONS

Center for Disease Control and Prevention (CDC)

www.cdc.gov/hiv/pubs/facts.htm

Global Fund for Children's Vaccines (GAVI), France

www.vaccinealliance.org

Global Fund to Fight AIDS, Tuberculosis and Malaria

www.globalfundatm.org

International Federation of Red Cross and Red Crescent Societies

www.ifrc.org

International Labour Organization

www.ilo.org

The ILO Code of Practice on HIV/AIDS and the World of Work

www.ilo.org/aids

Roll Back Malaria

www.rbm.who.int

Stop TB Initiative

www.stoptb.org

United Nations Global Compact

www.unglobalcompact.org

World Bank

www.worldbank.org

World Bank Institute

www.worldbank.org/wbi

World Health Organization

www.who.int/home-page

UNAIDS, Joint United Nations Programme on HIV/AIDS

www.unaids.org

**UNAIDS, Joint United Nations Programme on HIV/AIDS,
Partnership Website**

www.unaids.org/partnership/index.html

Appendix 2:



Checklist for forming a business coalition against HIV/AIDS

The following checklist can be used to :

- a) ensure the appropriate steps are being taken in forming a coalition, and
- b) measure progress.

Has the coalition:	Yes	Partially	No
Identified champions and key supporters?			
Conducted a need assessment?			
Defined a mission and vision statement?			
Developed a strong and coherent strategy?			
Defined the organizational structure and general organizational procedures?			
Identified board members, coalition members, and a strong leadership?			
Defined a financial plan, including identifying resource needs and funding sources?			
Identified strategic and technical partners?			
Defined a work plan?			
Developed a monitoring and evaluation system?			
Written a business plan?			

Appendix 3:



Sample: Making the case – HIV/AIDS and the Private Sector

Although the potential importance of the private sector's role in fighting HIV/AIDS is often cited, little of this capability has been realized. According to the Joint United Nations Programme on HIV/AIDS (UNAIDS) Director Peter Piot, "the business sector through its workforce, its ability to advocate at the highest levels of government, and its economic ties to both donor countries and those hardest hit by AIDS, has the unparalleled opportunity to change the course of the epidemic."¹¹ Yet, the results of the World Economic Forum's global survey on the response of business to HIV/AIDS concludes that 83 percent of the more than 7,000 firms surveyed have not yet developed an HIV/AIDS-specific written policy, and the 6 percent of respondents that have done so report that the policies are not always implemented.¹²

The implementation of workplace strategies and interventions remains the exception rather than the norm largely because the "business case" for mobilization is not always clear to companies. Most private companies are not aware of the multiple threats that HIV/AIDS poses to their business operations and consequently elect to do nothing.

HIV/AIDS is a disease that affects workers, managers, and markets. Business risks attributable to the AIDS epidemic can be broken down into three main categories — financial, viability, and reputational. Financial risk relates to assessing the impact of the epidemic on the business sector. This type of risk represents potential concrete losses for firms in terms of profits, productivity, and healthy markets. Viability risk threatens the very existence of small enterprises, which often find themselves unable to manage the human losses brought on by AIDS. Finally, in a business environment that places a significant value on brand recognition, reputational risk, or harm to the image of a firm, is fast becoming a critical part of the calculus of how to manage the threats posed by AIDS.

AIDS creates financial risk by increasing the costs of doing business and reducing productivity. As a way of understanding the effects of HIV/AIDS on a firm's ability to conduct its business, infections in the workforce can lead to direct, indirect, and systemic costs – although often these distinctions can

¹¹ Excerpt from an article by Peter Piot in the 2003 December/January issue of CCA's Africa Journal.

¹² World Economic Forum (2004) "Business and HIV/AIDS: Who Me?" (World Economic Forum).

be blurred. Direct costs are out-of-pocket expenditures for a company such as employee benefits (health insurance, medical costs, funeral provisions) and additional recruitment and training costs associated with labour turnover. Indirect costs represent lost opportunities for a firm and generally manifest in the form of absenteeism, productivity losses, poor morale, and staff turnover. Multiple examples demonstrate that these costs have increased as a result of the disease. Finally, systemic costs in the form of lost institutional memory, skills and workplace cohesion are another negative consequence of HIV/AIDS for businesses, as it is for public services sectors, such as education, health, and other services or administrations located in affected areas.

Small and medium-sized enterprises (SMEs) are particularly vulnerable to the HIV/AIDS threat due to their limited financial, clinical, and human resources capacity to proactively manage HIV/AIDS prevention and care interventions. This vulnerability is compounded by the increased viability risk facing SMEs. Often, the loss of a key employee due to AIDS can prove catastrophic for a SME in a situation in which larger firms might have access to multiple employees capable of performing comparable work. In this regard, a study by the University of Port Elizabeth of 209 small businesses in South Africa identified AIDS as one of three main factors that cause nearly 80% of South African start-up SMEs to fail each year.¹³

Finally, reputational risk is a key motivator for businesses with high-profile brands and for companies in certain sectors to take action against HIV/AIDS.¹⁴ This phenomenon has developed in an environment where transparency and good corporate citizenship have gained increased significance. Companies could be vulnerable for not having adequate AIDS policies.

Companies are at varying stages with respect to engagement on workplace HIV/AIDS interventions. Variables affecting costs and benefits include the size of the company, the setting, the industry and its risks and vulnerability factors, the costs margin, ratio of skilled workers to unskilled workers, benefits, HIV prevalence in the workforce and community, as well as availability of government — or NGO — supported programs that might offer opportunities for joint initiatives or partnerships. There is increasing evidence showing the value of workplace interventions and a positive return on investment for companies and their employees, as well as operational results and reputation.

¹³ "Disease forcing enterprises to the wall." *Business Day*, July 11, 2001

¹⁴ World Economic Forum (2004)

Appendix 4:



Template for conducting a national situational analysis

Below is a template business coalitions can use and adapt. The analysis will be helpful in considering the private sector impact of the HIV/AIDS epidemic, assessing the overall national response, and determining potential partners for the business coalition.

Template for conducting a national situational analysis	
Epidemiological situation: <i>What is the epidemiological profile of HIV/AIDS at the national level? What is the breakdown by industry and demographics?</i>	
Impact of HIV/AIDS on the private sector: <i>What has been the impact of the epidemic on the private sector? How has this impact been measured, if at all?</i>	
Business response to HIV/AIDS: <i>What has been the business response to HIV/AIDS? What workplace initiatives on HIV/AIDS are both major employers and small and medium enterprises offering? Describe activities in the following areas:</i>	
<i>Developing HIV/AIDS Workplace Policies</i>	<i>Awareness, Education, and Prevention</i>
<i>Treatment and Care</i>	<i>Community Outreach</i>
Government response to HIV/AIDS: <i>What programs does the national government have in place for HIV/AIDS? What is the size and scope of these activities? How open and proactive is the government to efforts to combat the epidemic and what are the mechanisms (e.g. partnerships) in place to work on HIV/AIDS initiatives with the public sector?</i>	
Additional responses to HIV/AIDS: <i>What programs do NGOs and other HIV/AIDS actors have in place for HIV/AIDS? What is the size and scope of these activities?</i>	
Potential partners: <i>Do potential partners exist for business coalitions on HIV/AIDS? What type of activities could these partnerships undertake?</i>	

Appendix 5:



Key questions in the development of a mission statement

Before developing a mission statement, an organization should think through the question of why it exists. What purpose should it serve and what needs should it meet? Completing the following worksheet can help answer these questions.

Mission statement: What is the purpose of the organization?

What is the context/environment in which the organization is operating? What is the state of the HIV/AIDS epidemic and its effects on business?

Who are the existing players dealing with the HIV/AIDS epidemic? What objectives are they already accomplishing?

What are the most significant needs of the coalition's customer or client base? What objectives would be most significant for them?

What are the coalition's potential strengths and resources? What objectives could it best serve given these strengths and weaknesses?

Appendix 6:



Product/service assessment framework

Social Value Potential		
Product/Service Value Added	High	Low
Strategic alignment	Creates social value that is aligned with the mission.	Creates social value but is loosely aligned with the mission.
Achievable outcomes	Will create a significant change in user behavior, condition, or level of satisfaction.	Will create minimal change in user behavior, condition, or level of satisfaction.
Partnership or alliance	Additional partnership(s) would have a synergistic effect and increase chances for success.	Would not benefit from a strategic alliance or partnership.
Organizational benefit	If successful will create positive community perception of and/or political support for the organization.	If unsuccessful will have negative effect on community perception of and/or political support for the organization.

Market potential		
Demand	High	Low
User demand	Evidence of social need, user interest, and an open window of opportunity.	No evidence of social need, user interest, or a closing window of opportunity.
Funder demand	Evidence of interest, or noticeable trends in grantmaking or donor funding for similar services.	No evidence of donor interest and/or no findings of interest for similar services.
Market share	Evidence of an open market with little competition.	Evidence of highly competitive or saturated market.

Appendix 6:



Product/service assessment framework (continued)

Sustainability potential		High	Low
Capital Needs			
Startup	Low cost of start-up and/or easily accessible funding for start-up.	High cost of start-up and/or scarcity of available resources or interest.	
Cost-to-benefit ratio	Low total program costs compared against high public benefit.	High total costs compared against low to marginal public benefit.	
Income potential	Target population with discretionary income capable and evidence of willingness to pay fees.	Target population has little discretionary income or evidence of willingness to pay fees	
Funder interest	Trends or other evidence of funder interest for three to five year horizon.	Funder interest unknown or evidence of declining interest over the last three to five years.	
Organizational capability	Board, staff, or volunteer capability is present and aligned with potential service or project.	Absence of capability among existing board, staff, or volunteers.	
Organizational capacity	Internal structures, space, technology, etc., are available and adequate.	Internal structures are limited or in need of substantial upgrade.	

Appendix 7:



Sample pledge document

THE (Country) BUSINESS COALITION AGAINST HIV/AIDS

WE (NAME OF THE COMPANY) recognize that HIV/AIDS is a serious threat to citizens of (Country). WE are committed to protecting the core business, employees, clients, and surrounding communities from the severe impact of HIV/AIDS. WE agree to join with the National Aids Commission (NAC), Government, and the people of (Country) in the fight against HIV/AIDS. In an attempt to fully participate in the national response to the epidemic and share knowledge and experience, WE pledge to ensure that:

- People living with HIV or AIDS are given the same rights, benefits, and opportunities as people living with other life-threatening conditions.
- Education and communication programmes are developed for the benefits of all employees, covering the risks of and the preventive measures relevant to the spread of HIV/AIDS. This will be managed in collaboration with the wider community or other stakeholders.
- Make available to all employees information on confidential VCT for HIV/AIDS as well as provide access to available schemes for management of HIV/AIDS.
- HIV/AIDS-related policies and practices are communicated to all employees and clients in simple and unambiguous terms.
- Workers affected or perceived to be affected by HIV/AIDS will be protected from stigmatisation and discrimination by co-workers.
- Confidentiality of all medical information, including HIV/AIDS status will be maintained. Employees are not obliged to inform the employer regarding their HIV/AIDS status.
- Best practices will be learned and shared across businesses in order to mitigate any potential impact of HIV/AIDS on employees, clients, and businesses.

Signature _____ Date _____

NAME OF CHIEF EXECUTIVE _____

COMPANY NAME _____

Appendix 8:



Organizational charts of existing business coalitions

Thailand Business Coalition on HIV/AIDS

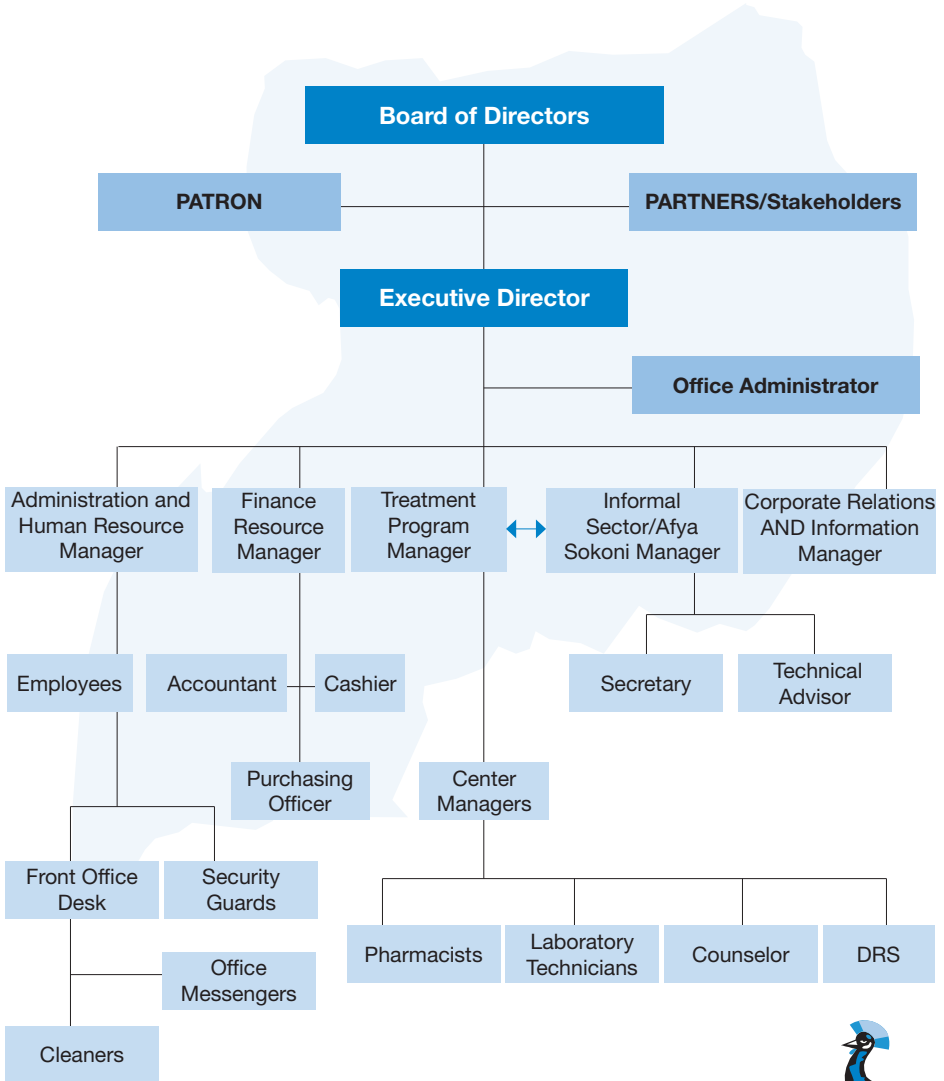


Appendix 8: (continued)



Organizational charts of existing business coalitions

Uganda Business Coalition on HIV/AIDS



Appendix 9:



General organization income statement

(Financing versus projected expenses)

Sample sources and uses statement

Calendar Year 200_

Statement in USD

SOURCES OF FUNDS

Beginning cash balance	50,000
Grant A	100,000
Grant B	150,000
Grant C	96,000
Membership fees	50,000
Project-related fees 1*	100,000
Project-related fees 2*	200,000
Project-related fees 3*	50,000
Other income	20,000
Total sources of funds	\$ 816,000

USES OF FUNDS

Administrative expenditures

Salaries and benefits	100,000
Rental and services	20,000
Utilities	2,000
Office supplies	6,000
Marketing and communications	10,000
Travel	10,000
Honorariums	6,000
Food and accommodations	5,000
Bank charges	500
Maintenance	1,200
Miscellaneous	1,100
Subtotal: Administrative Expenditures	161,800

PROJECT EXPENDITURES

Project expenditure 1**	100,000
Project expenditure 2**	200,000
Project expenditure 3**	120,000
Project expenditure 4**	250,000
Project expenditure 5**	50,000
Subtotal: Project expenditures	720,000

Total uses of funds	\$ 881,800
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Net funding surplus (or gap)	\$ (65,800)
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* Examples might include fees received for conducting trainings, counseling, study visits, etc.

**Include all project-related costs not included in administrative expenditures. Examples might include costs for implementing workplace counseling programs, creating training materials, or purchasing supplies for condom distribution programs.

Appendix 10:



Framework matrix – How to develop a M&E framework

The matrix below provides a schematic presentation of the results of the M&E framework approach.

Monitoring and Evaluation Framework							
M&E (Example)		Description	Key Performance Indicators	Source of Information	Risks/Special Considerations	Who is responsible for monitoring	Time interval
Monitoring	Objective 1	Recruit new members					
	Input (activities, strategies, guidelines, policies)	1. ... 2. 3.					
	Process (EXAMPLE)						
Evaluation	Outputs (EXAMPLE)						
	Outcomes (EXAMPLE)						
	Impacts (EXAMPLE)						