



Evaluation Summaries



International HIV/AIDS Workplace Education Programme SHARE - Strategic HIV/AIDS Responses by Enterprises - Jamaica

Quick Facts

Country : Jamaica

Mode of Evaluation: Independent final, Nov 2008

Technical Area: HIV/AIDS

Evaluation management: ILO/EVAL unit

Evaluation team: Robert Ransom and Carol Rose Brown

Project Start: May 2004

Project end: June 2008

Project code: RLA/03/53/USA

Donor: United States Department of Labour (USDOL) (US\$ 750,000)

Keywords: HIV/AIDS, working conditions, workers education, corporate social responsibility

Background & Context

Summary of the project purpose, logic and structure

The Jamaica HIV/AIDS Workplace Education Project is part of a grant awarded by the U.S. Department of Labour (USDOL) to the International Labour Organization (ILO) in FY 2003 to develop policy and prevention programmes in the workplace. It is one of 24 countries participating in the ILO/USDOL International HIV/AIDS Workplace Education programme, which has become known as the Strategic HIV/AIDS Responses in Enterprises (SHARE). The intended beneficiaries of the Programme are workers and their families both in the formal and informal sector in over 20

countries. Indirectly, participating enterprises also benefit from the impact of prevention programs as the reduction of the spread of HIV/AIDS reduces absenteeism and loss of workers as well as costs of recruitment and training.

The Development Objectives of the Jamaica HIV/AIDS Workplace Education Project are:

- Reduced HIV/AIDS Risk Behaviours among Targeted Workers
- Reduced level of Employment-related Discrimination Against Workers Living with HIV/AIDS or Affected by HIV/AIDS

Four Immediate Objectives contribute towards the achievement of the Development Objectives:

1. Improved Knowledge and Attitudes Related to HIV/AIDS Risk Behaviours
2. Increased Awareness and Use of Available HIV/AIDS Workplace Services
3. Reduced Stigma against Persons Living With HIV/AIDS
4. Increased Knowledge of HIV/AIDS Workplace Policy/Guidelines

A total of 21 enterprises and organizations in the agriculture, finance, manufacturing, mining and utilities sectors and one informal sector association were initially chosen for participation in the project in Jamaica.

Purpose, scope and clients of the evaluation

The purpose of the final evaluation was to assess the progress made by the HIV/AIDS Workplace Education Project in Jamaica. Specifically, the goal would be to assess the impact and achievements of the project as well as to develop recommendations for activities leading to sustainability and future funding allocation. The scope of the final evaluation included an assessment of the following areas: project planning and overall progress, project objectives, and project monitoring and evaluation.

Methodology of evaluation

The evaluation methodology included a document review, individual interviews with key informants (Project Advisory Board (PAB) members) as well as site visits and interviews with HIV/AIDS focal points, peer educators and focus groups of workers at selected participating enterprises. A field mission took place on the 14th to the 22nd of February. The selection of the enterprises at which to conduct interviews was made on the basis of geographical accessibility, availability of key informants and their active participation in the project. Time did not permit contact with any “drop-out” enterprises. On the final day of the evaluation mission, the evaluation team held a debriefing session with the members of the PAB to present its preliminary findings and recommendations and to obtain feedback.

Main findings and conclusions

The evaluation team came to the general conclusion that the ILO/USDOL project Jamaica was implemented according to plan, although with delays, produced planned outputs, and made significant impact on the 16 enterprises, organizations and informal sector association that stayed with the project. The project aptly demonstrated that the ILO/USDOL -developed twin-track strategy of HIV/AIDS workplace policy formulation to combat discrimination, and Behaviour Change Communication (BCC) programme implementation to reduce worker risk behaviour, can make positive impact on workers, as indicated from the preliminary data of the Final Impact Assessment Report. However, the project was costly to implement and alternative methodologies need to be explored to reach greater numbers of enterprises and organizations, and

greater numbers of workers, especially in the informal economy.

Lessons Learned and Recommendations

Important lessons learned:

- The extension of project-initiated activities to hundreds of additional companies and organizations is now necessary if there is to be any real impact on worker risk behaviour and discrimination against workers and others living with HIV/AIDS in Jamaica.
- The Ministry of Labour and Social Security (MLSS) has agreed to “take over” the ILO/USDOL project and through its Voluntary Compliance Programme and the eventual OSH Act, to extend it to additional workplaces. While this appears appropriate and commendable, it would have been good for the project to have prepared the MLSS to assume this role from its start. It remains to be seen if the MLSS has sufficient institutional commitment, resources (both human and financial) and technical capability to manage such a programme. The project could have earlier orientated some of its resources toward building the capacity of the MLSS to play the role now expected of it. Thus a lesson learned from the project is the need in future projects to identify in the project design how project-initiated activities are to be sustained over a longer period of time following the conclusion of the project, and then to direct project resources and effort towards ensuring that the institutional framework, resources and technical capacity are in place to ensure sustainability. The adoption of a sustainability plan towards the end of the project may not give enough time to provide resources and support to ensure a successful transition and continuation.
- Another lesson learned is regarding donor collaboration and synergies in the field. Both Jamaica Employer’s Federation (JEF) and Jamaica Confederation of Trade Unions (JCTU) were already engaged in

implementing their own HIV/AIDS workplace projects with member enterprises and trade unions respectively funded through international aid agencies and bilateral donors. The Project enlisted their support and involvement in implementing specific project activities the project but due to their commitments elsewhere, the desired level of synergy was not achieved. However the social partners were actively engaged in the selection of enterprises, the development of sector and enterprise specific BCC programmes, monitoring and evaluating the work of the Project as well as in advocating for the work and role of the ILO nationally.

- Another lesson learned from the project is that greater responsibility should be given to, and greater use should be made of, the social partners in the design and implementation of project activities to ensure greater support and long term sustainability. Given the special role of the social partners in the ILO, ILO/USDOL project implementation modalities should have focussed more attention on strengthening the capacity of the social partners and their HIV/AIDS workplace programmes.

Main recommendations and follow-up :

- Project activities and assets should be merged with the MLSS OSH Department HIV/AIDS activities, as foreseen in the Sustainability Plan and already underway.
- MLSS should establish a high-level National Coordinating Committee on HIV/AIDS in the world of work, to succeed the PAB and provide overall guidance and coordination for all HIV/AIDS workplace policy and education initiatives in the country.
- MLSS should work actively for the formal approval of the National HIV/AIDS Workplace Policy by Cabinet and Parliament.
- MLSS should undertake efforts using the public media and other means, to better

inform the general public that HIV/AIDS is also a labour and world of work issue, not just a health issue.

- MLSS data collected under its OSH Department HIV/AIDS workplace BCC programme, as well as its HIV/AIDS Voluntary Compliance Programme, should be compatible with NAP national indicators and be provided to the national monitoring and evaluation system.
- MLSS should develop a strategy for the increased participation of informal sector operators and workers, as well as small business enterprises, in its HIV/AIDS programme.
- MLSS should establish a certified panel of workplace and world of work BCC experts and trainers as well as a certified workplace BCC core training curriculum.
- ILO through its Caribbean Sub-regional Office (SRO) should mainstream support for the MLSS and its HIV/AIDS Programme into the ILO Decent Work Country Programme for Jamaica.
- ILO/USDOL should consider designing a follow-up programme and strategy on HIV/AIDS in the World of Work in the Caribbean region, focusing specifically on the informal sector.