



# Evaluation Summaries

## *Implementing HIV/AIDS Workplace Policies and Programmes*

### Quick Facts

**Countries:** Mali, Moldova, Namibia, Ukraine

**Final Evaluation:** April 2010

**Mode of Evaluation:** Independent

**Technical Area:** HIV/AIDS

**Evaluation Management:** ILO-Aids

**Evaluation Team:** Nelson Kamoga, Yaya Konate

**Project End:** April 2009

**Project Code:** INT/07/09/GTZ

**Donor:** GTZ. Germany US\$ 990,000

**Keywords:** HIV/AIDS, Health Education, occupational health

### Background & Context

#### Project Background

The ILO and GTZ collaborated between 2002 and 2009 through a Project to build capacity in countries for developing HIV and AIDS workplace policies and programmes in response to the AIDS pandemic. The project was implemented in two phases. The first phase of GTZ support was from 1st December 2002 to 30th June 2007. The second phase was from 1st July 2007 to 30th September 2009 covering four countries: Mali, Moldova, Namibia and Ukraine.

The ILO implemented this second phase project in collaboration with its constituents in these four countries, namely Ministries of Labour, Ministries of Health and of Education,

Employers' and Workers' organizations, and civil society organizations. The *scope* of this *final external independent evaluation* covers the second Phase of the collaboration with country visits to Namibia by the lead evaluator, and in Mali by a Francophone evaluator. Moldova and Ukraine have already undertaken an extensive external evaluation in July 2008 thus the limited resources available for Phase II were used to implement programme activities in these two countries instead of on external evaluators' visits.

The *purpose* of this final evaluation is to document knowledge improved and experiences gained from this second Phase to serve as a reference for designing future technical cooperation projects in these countries specifically. In addition, the findings from the evaluation serve for future programme considerations generally. The *clients* of this report are the participating country constituents and ILO offices, technical cooperation programme management, the Evaluation office of ILO, and GTZ.

The evaluation applied desk review of documents from each country and from ILO Geneva plus key informant interviews in Mali and Namibia as well as completion of Standard questionnaires by key informants in Moldova and Ukraine. In addition, each of the participating countries assessed their Phase II Project implementation.

The following were key findings from this evaluation:

- The Project has been relevant and fit with the identified needs of participating countries with the exception of Namibia.
- The Project design was valid in general but required adaptation and adjustments to support shifting circumstances in the countries.
- The Project made good progress and was effective particularly in Moldova and Ukraine, the two countries with longer Project duration and more resource investment. These two countries participated in this joint ILO/GTZ Project in both Phase I and II. Mali, despite a later start and limited resources, also made progress and the activities implemented were effective.
- Except for Namibia, resources, although limited, have been effectively utilized for Project implementation in Mali, Moldova and Ukraine.
- Moldova and Ukraine strengthened constituents' capacities and disseminated the *ILO Code of Practice on HIV and AIDS in the World of Work* in several languages as well as influenced national policy review and amendments. However, due to political instability, the revised policies have not been formally adopted. In Mali, the implementation duration was too short to gain traction but ILO has developed a proposal with the aim to mobilize further resources building upon investments made thus far.

## Recommendations

In view of the evaluation findings, it is highly recommended to mobilize additional resources to support continued implementation of key

project activities. These include ensuring adequate staffing for the project technical support. Specific recommendations are listed as follows for future projects:

1. Conduct participatory needs assessments on HIV and AIDS in the workplace and use this information to develop partner-led interventions that include all key stakeholders.
2. Align with National Strategic Framework in project formulation stage and consult national constituents to reduce discrepancies between national priorities vs. that of the donor.
3. Develop programmes and activities that match available funds and which are based on realistic time frames.
4. Develop appropriate project communication strategies to ensure all key stakeholders are aware of project roles and outputs.
5. Strengthen project monitoring and evaluation strategy to ensure continuous and objective tracking of activities based on performance indicators that include reporting to partners and documenting success stories and best practices.
6. Ensure project give priority to key interventions on which other activities are dependent, e.g. establishment of tripartite committees and MOUs.
7. Engage in the UNDAF framework to identify strategies to strengthen HIV and AIDS in the workplace.

In conclusion, engaging the world of work is critical in countering HIV epidemics. However, future technical assistance should ensure sufficient duration, at least 4 to 5 years, as well as adequate financial and human resources to build strong capacity among constituents and improve the potential sustainability.

## Good Practices & Lessons Learned

### GOOD PRACTICES:

**Mali** The project inserts its activity implementation monitoring in the National Monitoring and Evaluation system to align with the national approach as well as ensure efficient monitoring. The project built the capacities of its partners in utilizing this system.

**Moldova** The availability of technical resources in local language facilitated the development of a locally adjusted workplace policy model.

The co-financing and partnership engagement allowed the Project to achieve more with fewer resources. By advocating successfully for the inclusion of Employers and labour sector Ministry's engagement in the National AIDS policy and programme coordination mechanism, it ensures the advocacy and mainstreaming of workforce HIV issues into the national HIV and AIDS agenda.

**Ukraine** With the support of the ILO-GTZ project, a law enacted on 19 February 2009 includes workplace component covering the range of World of Work activities. HIV prevention is included in a General Agreement between the Cabinet of Ministries of Ukraine, All Ukrainian employers Associations and Organizations, and All Ukrainian Trade Unions Associations and Organizations at regional and national levels. By now, approximately 200 enterprises, institutions or organizations have included HIV and AIDS in their collective bargaining agreements.

## **Lessons Learned:**

**On knowledge base management:** It is critical to have the Code of Practice and key documents translated into native language to enhance its uptake and be understandable to intended audience.

**On Policy advocacy:** The project should have targeted top management of enterprises at the outset. By not doing so, it resulted in only 5 enterprises adopting workplace HIV policies instead of more.

**On mainstreaming ILO code of practice in the world of work:** By targeting top management of enterprises and trade unions, the project could have scaled up further work place HIV policy development and adoption.

**On mainstreaming gender consideration in this project:** The project could engage more with civil society and women's organizations to expand their support in gender-sensitive HIV preventive responses with ILO's constituents. There are more women than men participating in project activities. For example, medical representatives of private companies are mostly women; it might be advisable to consider ways to engage men.

## **On capacity building**

- There is need to further strengthen leadership capacity of Employers and Workers representatives so they can effectively engage in designing future National HIV and AIDS policies and strategies
- Low HIV prevalence in the general population results in lack of motivation by enterprises, governments and workers to HIV preventive education. By incorporating HIV issues in Occupational Safety and Health programme ensured HIV prevention coverage for workers.
- Peer group sharing among enterprises of good HIV preventive work place practices is an efficient way to expanding the reach.

## **On sustainability**

- Flexibility in adjusting project work plan according to country's own progress helped the project implementation. Events or objectives planned at the start of a project at times need to adjust to changing circumstances.
- The knowledge base of ILO, through dissemination in native language, ensured continued dissemination through existing national partners' channel, such as website, UNAIDS libraries, continues beyond the life of the project.

## **On effectiveness and efficiency of project management:**

Media events including TV interviews and news paper articles did not cost the Project funds but allows wide advocacy and knowledge dissemination.

- Forging co-financing partners in project implementation allowed limited project funds to stretch and achieve more results than doing things alone.

- It is critical to have induction orientation on operations procedures.