



Evaluation Summaries



International
Labour
Office

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

Quick Facts

Countries: Cambodia

Final Evaluation: May 2007

Mode of Evaluation: Independent

Technical Area: HIV/AIDS

Evaluation Management: ILO-AIDS

Evaluation Team: Hermen J Ketel and Serey Phal Kien.

Project Start: March 2003

Project End: August 2007

Project Code: CMB/03/50/USA

Donor: US Department of Labor (USA) US \$483,000

Keywords: Child Labour, Occupational health, Health education

Background & Context

Summary of the project purpose, logic and structure

The ILO has been engaged in increasing the understanding of the need for comprehensive workplace interventions on HIV/AIDS by the tripartite partners (the Ministry of Labour and employers' and workers' organizations), industry representatives, non-governmental organizations (NGOs), and international organizations. These partners have become increasingly supportive of workplace programmes and policies, and have begun to identify their individual roles in the capacity-building process. The project realised two major achievements a sound tripartite approach and the creation of a legislative environment for HIV/AIDS in the workplace in Cambodia. The project strategy encouraged stakeholders through

sensitization and training to implement HIV/AIDS education programmes at the workplace and establish a tripartite working platform through a Project Advisory Board (PAB) and workshops. This provided social dialogue dynamics and a joint convening capacity which strongly contributed to involving all three tripartite partners to seriously address HIV/AIDS issues in the workplace. The project was established within the context of some important external constraints, namely the post-election period, the main government partner (MoLVT) has just been created as a new ministry, and the general limited implementation capacity of the project's main stakeholders.

Purpose, scope and clients of the evaluation

The purpose of the final evaluation was to assess the progress made by the Cambodia HIV/AIDS Workplace Education Project. National ministries involved with the evaluation were the Cambodian Ministry of Labour and Vocational Training (MoLVT) Department of Labour and Vocational Training (DoLVT)

Methodology of evaluation

The evaluators addressed issues of both project implementation and project impact. An international and a national consultant carried out the evaluation during five days of intensive fieldwork in Cambodia. The evaluators noted that the duration was extremely short in relation to the comprehensiveness of the project activities to be evaluated. The preliminary synthesized findings were presented in Phnom Penh to the Project Advisory Board (PAB) on Monday 30 April.

Main Findings & Conclusions

The evaluators observed that the project strategy was a valid one and was systematically implemented. Emphasis was given to the project component concerned with developing and implementing HIV/AIDS policies and programmes in workplace situations. The evaluators noted that two years after the Mid-Term Internal Assessment, this particular component had still not made widespread and lasting impact.

The project had a modestly positive impact on behaviour change, which used the Behaviour Change Communications (BCC) model. Evaluators found the model to be a logical and thorough system of sensitizing and educating people. However, it was concluded that the model had not been implemented systematically enough. The conclusion is that there is still a lot of scope to make the system more coherent and to intensify activities at the same target workplaces in order to ensure lasting impact.

Quality and impact of project activities on the stakeholders

An overview of stakeholder commitment shows a good understanding and perceived capacity. Although they have generally adopted the project activities as much as possible within their own programmes, most stakeholders are not yet ready to be left alone to continue HIV/AIDS workplace education.

Project management and tools

The project used a well-functioning project management structure. Human resource systems allowed for achievements with relatively little financial resources. The early “mapping” work done was of good quality and helped the project to make crucial and correct decisions on targeted sectors, which allowed for immediate and longer-term project planning. The system allowed for good information management and presentation which contributed to the establishment of a partnership network.

Monitoring and evaluation

The Performance Monitoring Plan (PMP) was considered a strong tool, contributing to attitudinal and behavioural change among workers. The system allowed for regular monitoring and it also provided a useful immediate overview of the project situation for internal assessments or external evaluations. The evaluation looked into

project response to the findings of the Internal Assessment held in April 2005. It concluded that the project responded to many but not all issues highlighted at the time of the mid-term evaluation. It was the opinion of the evaluators that if the project management had been able to respond to all of the mid-term recommendations, some of the weaknesses highlighted in this final report would most likely not have occurred.

Sustainability

A workshop on sustainability held in January 2007 with the participation of the PAB members, helped to analyze the project’s achievements and provided a useful breakdown of constraints and opportunities. However, the report shows that project activities have not yet been made fully sustainable and therefore if they are brought to a halt within the ILO/USDOL project structure by the end of June 2007, there will be no guarantee of their continuation within the structures of the project stakeholders.

Partnership

The project collaborated with the Cambodian Government, and more particularly with the Cambodian Ministry of Labour and Vocational Training (MoLVT), the Ministry of Social Affairs, the Ministry of Health, and the Cambodian National AIDS Authority (NAA). Employer organizations working closely with the project were: the Cambodia Business Coalition on AIDS (CBCA), Cambodian Federation of Employers and Business Associations (CAMFEBA), and the Garments Manufacturers’ Association of Cambodia (GMAC). Trade Unions active in the project were Cambodian Confederation of Trade Unions (CCTU), the Cambodian Labour Confederation (CLC) and the Cambodian Construction workers Trade Union Federation (CCTUF).

The evaluation found these relations were productive and positive. It was noted that the ILO/USDOL project established itself as a solid partner within the field of HIV/AIDS interventions in Cambodia. The Project Advisory Board (PAB) was established as a multi-partnership platform and is ensured extensive outreach into Cambodian public and civil society. It provided policy guidance to the project’s activities and had a consultancy function for the ILO’s tripartite constituents. The fact that other concerned parties, UNAIDS, the National AIDS Authority, some NGOs and civil society, including People Living with Aids (PLHA) are also represented, further

legitimized the PAB as a policy platform. The links between the project and the other national counterparts were functional and positive which supported a potential for continuing sustainability for the project. The Project Advisory Board has been an essential instrument of integration into Cambodian public and civil services, as well as the private sector. It has also been instrumental in developing national legislation and policy on HIV/AIDS education in the workplace. The evaluators questioned how the continuation of this national platform can be ensured after the project's end.

The project furthermore had good relations with its NGO partners, some of which introduced the BCC model, and it collaborated well with other ILO projects in Cambodia. The project was able to foster its constituents' involvement and promote social dialogue.

Very useful materials were developed by, or made available through the project. It is noted that special attention needs to be paid to having appropriate materials for workers as the availability seemed to be limited. Finally, it has been noted that gender considerations are taken into account by the project.

Recommendations & Lessons Learned

Main recommendations and follow-up

The evaluation puts forward two main lessons learned: the first is the importance of integrating sustainability concretely from the very beginning of the project to its end, and the second concerns the need for more intensive "facilitation" and support at the workplace level. Two interesting "good practices" which the project developed are also presented. The report suggests areas for further study should be the needs of illiterate – mostly migrant – workers and how to focus on the problem of alcohol abuse in relation to the prevention of HIV/AIDS.

Important lessons learned

It is concluded that the project delivery at the workplace level, although based on a potentially attractive system, needs to be strengthened and required more rigorous implementation. The evaluation's conclusions are both of a general and specific nature. The general conclusions concern the strong contribution of Cambodia to the overall ILO/USDOL HIV/AIDS workplace education programme. The evaluators observed that an impressive job has been done by all those involved, in particular by the national programme

coordinator (NPC) and his team, with essential support from programme management. The stakeholders have clearly adopted the ILO/USDOL project as a serious partner and they have all begun to work within the strategic framework laid out by the project. However, there is currently no concrete assurance that the valuable work started will in fact be continued. Some good practices noted were:

- The inclusion of an HIV/AIDS knowledge component in the training curriculum of the Hotel School in Siem Reap;
- Awareness-raising activities at the Department of Occupational Safety and Health Friendly Education Centre in Phnom Penh with workers who are undergoing a general health examination before they start working;
- A trade union policy on HIV/AIDS, endorsed by Cambodian Confederation of Trade Unions (CCTU), the Cambodian Labour Confederation (CLC) and the Cambodian Construction workers Trade Union Federation (CCTUF) in May 2006, and scheduled to be endorsed by the NACC in June 2007; and
- Employer's involvement in peer education training with more than 85% of workplaces delivering HIV/AIDS services and 40% of workplaces having a written HIV/AIDS policy, and all of those have incorporated at least the three following principles of the ILO Code of Practice in their HIV/AIDS policy: non-discrimination, no mandatory testing, and access to education.

Recommendations

The final evaluation recommends to the ILO that an immediate transition project be considered that would eventually lead to a longer, five-year programme to follow up the achievements of this project and ensure sustainability. This would include further strengthening of the tripartite component to assist the tripartite partners in developing a sustainability plan which shows clearly, "who does what and how and when". This should include delegation of the roles and functions currently carried out by the national project coordination system, backed up by Geneva project management and technical backstopping by the Bangkok Sub-regional Office (SRO).