

ILO/USDOL HIV/AIDS Workplace Education Programme

Mid-Term Internal Assessment Togo 25 - 28 July 2005 (TOG/03/50/USA)

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TABLE OF CONTENTS

Glossary

Executive summary

I. Country context

II. Project background

III. Project status

IV. Findings, conclusions and recommendations

<i>Annex 1</i>	<i>Terms of reference of the internal assessment</i>
<i>Annex 2</i>	<i>Interview protocols</i>
<i>Annex 3</i>	<i>Programme of meetings</i>
<i>Annex 4</i>	<i>Last Technical Progress Reports</i>
<i>Annex 5</i>	<i>National Tripartite Statement on HIV/AIDS and the World of Work (in French)</i>
<i>Annex 6</i>	<i>List of partners enterprises</i>

GLOSSARY

AIDS	Acquired immunodeficiency syndrome
ART	Antiretroviral therapy
ARV	Antiretroviral
BCC	Behaviour change communication
CBO	Community-based organization
CCM	Country Coordinating Mechanism (of the GFATM)
CGCT	Confédération générale des cadres du Togo (organization of workers)
CNLS	National AIDS Council
CNP	Conseil National du Patronat (organization of employers)
FOTOBE	Fondation togolaise pour le bien-être (NGO)
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
HIV	Human immunodeficiency virus
ILAB	International Labor Affairs Bureau (USDOL)
ILO	International Labour Organization
MOH	Ministry of Health
MOL	Ministry of Labour
MSI	Management System International
NGO	Non-governmental organization
NPC	National Project Coordinator
PAB	Project Advisory Board (Conseil Consultatif du projet)
PLWHA	People living with HIV and AIDS
PNLS	National AIDS Programme
POA	Plan of action
PMP	Performance Monitoring Plan
STI	Sexually transmitted infection
TOR	Terms of reference
TOT	Training of trainers
TPR	Technical Progress Reports
UNAIDS	United Nations Joint Programme on HIV/AIDS
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USDOL	United States Department of Labor

EXECUTIVE SUMMARY

“The ILO project starts with the worker, extends to the family, and reaches society as a whole. It makes an important contribution to our national efforts.” *National coordinator, CNLS*

1. Assessment mission

This is the report of a mid-term internal assessment of the ILO/USDOL HIV/AIDS Workplace Education Programme in Togo undertaken from 25 to 28 July 2005. The ILO carried out the mission without USDOL participation due to security concerns of the US Embassy. In accordance with the monitoring and reporting requirements of the Programme, the purpose of the internal assessment was to: (a) assess the appropriateness of the project strategy; (b) determine if the project is moving towards the achievement of its stated objectives; (c) assess impact and achievements; and (d) provide recommendations. The findings are structured in five sections: appropriateness of project objectives and strategy, project management and implementation, impact on project beneficiaries, sustainability, and performance monitoring system.

2. Appropriateness of project objectives and strategy

The assessor concluded that the project strategy and methodology were by and large appropriate and effective in achieving the identified objectives. Important success factors were the clear strategic framework and a preparatory phase which allowed stakeholders to familiarize themselves with the project initiatives and achieve consensus.

3. Project management and implementation

The assessor concluded that management and implementation were on track in relation to the timetable set out in the action plan, were fulfilling the requirements of the action plan, and were both more than satisfactory. The PAB benefits from an excellent chairperson, has met regularly, and has engaged the ongoing commitment of its members. It has taken all decisions required – for example the choice of sectors and enterprises – in timely fashion. The NPC scrupulously follows the action plan, and in addition is dynamic and innovative in his approach, giving added value to the project through – for example – his radio broadcasts, his contacts with stakeholders over and above the selected enterprises, and his provision of promotional items such as wooden AIDS ribbons and framed copies of the tripartite declaration on HIV/AIDS.

4. Impact on project beneficiaries

Without exception, the direct and indirect beneficiaries of the project, and associated partners such as the representative of the US Embassy, spoke positively of the achievements of the project to date in two particular respects: the raising of the general level of awareness among beneficiaries as to the risks of HIV infection and how to prevent them, and the improved coordination of prevention initiatives in the world of work. In addition, respondents with knowledge of legal and policy issues spoke of the achievements of the project in helping guide employment-related legislation so that it addresses HIV/AIDS, and in ensuring the integration of the world of work in national AIDS strategies and structures.

5. Sustainability

The assessor was pleased to find that sustainability was a high priority for the NPC and PAB even before its mid-term point. Sustainability will be achieved over the longer term through creating capacity among ILO constituents and workplace actors, putting appropriate policies and structures in place, integrating HIV/AIDS in ongoing programmes, and identifying additional sources of funding. Action was being taken in all these respects:

6. Performance monitoring system

The PMP is a well-conceived and useful instrument, which guides management and implementation as well ensuring effective monitoring. Further efforts will, however, be needed to ensure that enterprises are able to use it on their own, and that they can analyse, apply, and share the lessons learnt from the information made available.

7. Conclusion

The assessor was impressed by the progress made in a relatively short space of time, following delays in finalizing the recruitment process. She noted the favourable comments made by a range of actors, including partners such as NGOs from outside the ILO's tripartite constituency. These related to the project strategy and the systematic and competent way it was being implemented. Even more encouraging were the views expressed that the project is already having an impact. A little over a year ago, in the view of many, "nothing was in place" on HIV/AIDS in the world of work - or just a few dispersed activities. Today there is a substantially increased level of understanding of the dangers of HIV/AIDS for the world of work, and of the ways the MoL, the social partners and the workplace can contribute effectively to the national response.

"The ILO is irreplaceable. It opens your mind and gives you the tools to change society – not from one day to the next, but in the end you realise that knowledge, ideas, understanding have all evolved and real change has come about. The ILO helps people see beyond their own self-interest and act for the good of the community." *PAB Chair*

I. COUNTRY CONTEXT

According to the UN, HIV prevalence in Togo among adults aged 15-49 was 4.1% in 2003, although some estimates have placed that figure as high as 6.4%. HIV rates of over 8% have been reported in selected economic sectors: Mines: 12-15%; Trading: 10-12%; Banks: 8-10%; and Hotels: 8%. Since 2000, the Government of Togo has renewed its commitment to fight the epidemic by developing the National Strategic Plan (NSP) for HIV/AIDS and STIs for 2001-2005. The NSP provides the national strategic orientation, which includes priority action areas as well as the framework for tripartite collaboration (government, civil society and development partners).

At the time of the assessment, there were 9000 registered cases of AIDS and between 3000 and 5000 people (both figures were mentioned) were benefiting from antiretroviral treatment, 1750 since Global Fund support had come in the previous September. GFATM funds are being used to subsidize ARVs so that they are affordable to most who need them, and free to some. The workplace however has so far been excluded from access to ARVs at subsidized rates on the grounds that workers can afford to buy them.

The current national HIV/AIDS plan in Togo covers the period 2001-2005 (to be renewed) and involves all actors: the public sector, civil society, the private sector and all multi- and bilateral partners. Coordination of the national response is assured by the National AIDS Council (CNLS) which is chaired by the Head of State and has two vice-chairs, the Prime Minister and the Minister of Health. The CNLS brings together the different ministries, civil society, people living with HIV and AIDS, the private sector and the National AIDS Programme (PNLS) which represents the health sector. During 2004, the emphasis was on building up the capacity of the Secretariat of the CNLS and on officially establishing the Council.

The main initiatives and actions coordinated by the CNLS in 2004 were:

- Extension of the national response through the programme funded by the Global Fund.
- Development and adoption of the national case management policy for treatment with antiretrovirals and of the national policy on care for orphans and vulnerable children.
- Deeper private-sector involvement thanks to ILO-USDOL project and initiatives by SIDAEnterprises and Shell.
- Advocacy to secure the involvement of political and community leaders.
- Development of the monitoring-education system through CNLS which is under way.
- Enhancing the three civil society networks with the support of UNAIDS: the media AIDS control network, the network of people living with HIV and AIDS (PVVIH/SIDA RAS+) and the nongovernmental organization network.
- Deeper political commitment, which has been manifested in greater involvement on the part of the lead ministries, and especially the Ministry of Public Health, the Ministry of Education, the Ministry of Defence and the Ministry for Youth and Sport. In the last two years, HIV/AIDS has been the subject of discussion at meetings of the Cabinet.

The UNAIDS Theme Group is operational at two levels: there is a restricted United Nations Theme Group, comprising the heads of all the United Nations agencies present in the country, and an Expanded Theme Group, which also includes representatives of the government, of networks of people living with HIV and AIDS and the bilateral partners. These include the European Union, the Ambassador of the United States of America, the French cooperation agency, the German cooperation agency, GTZ, Projet SIDA III and international non-governmental organizations (PSI, Care, Plan International and Peace Corps). The chair is held on a rotating basis by the heads of the UN agencies.

II. PROJECT BACKGROUND

A. Project description

The Togo HIV/AIDS Workplace Education Project is part of a US\$4,644,596 grant awarded by the Department of Labor to the International Labour Organization in FY 2002 to develop a programme for HIV/AIDS prevention education and workplace policy. The intended beneficiaries of the project are workers and their families in both the formal and informal sectors. Indirectly, enterprises will also benefit from the impact of prevention programmes, as the reduction of the spread of HIV/AIDS will reduce absenteeism and its associated costs as well as the costs of recruitment and training replacement workers. As part of this programme, in 2003 the ILO began a three-year \$406,801 project in Togo (referred to hereafter as “the project”).

The ILO’s strategy is to work with employers, trade unions, and government authorities to develop their awareness of the dangers of HIV/AIDS and their capacity to respond. This is accomplished, first, through a campaign of presentations, workshops, and technical assistance to employers and their organizations, trade unions, governmental and NGO partners. This mobilizes the commitment of the partners, and structures are then put in place to ensure a network of HIV/AIDS focal points, and the establishment of committees as necessary, among the constituents and in cooperating enterprises. Capacity is strengthened through policy and technical advice and training, including training of trainers and of peer educators. Focal points and educators are instructed in the techniques of BCC to promote education and behaviour change among workers.

In May 2004, the ILO Staff in Geneva, consultants from Management Systems International (MSI), a USDOL representative, and the National Project Coordinators met to develop the overall strategic framework. Together with USDOL headquarters, they developed a generic strategic framework which was then specifically tailored for each project country. As evidenced in the framework, there are two overarching development objectives that serve as the long-term goals of the project.

The development objectives are:

1. Reduced HIV/AIDS risk behaviours of targeted workers and families
2. Reduced level of employment-related discrimination against persons living with HIV/AIDS

The long-term objectives are accomplished by pursuing four immediate 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 policies

The immediate objectives are supported by the following sub-immediate objectives:

1. Increased availability of quality HIV/AIDS workplace services
2. Improved HIV/AIDS workplace policies
3. Increased levels of workplace collaboration and commitment by labour and management
4. Increased capacity of workplace to offer comprehensive HIV/AIDS policies and programmes on a sustained basis
5. Improved coordination and cooperation between tripartite actors and other partners at the national level
6. Improved national level policy framework related to HIV/AIDS in the workplace
7. Increased capacity of tripartite constituents to support development of workplace policies and programmes

The project is presently in the second year of its implementation cycle and is planned to complete its work by the last quarter of 2006.

B. Purpose of internal assessment

This report is part of the evaluation requirements indicated in the project document approved by the US Department of Labor and by the Ministry of Labour, Togo. The project document also envisages a final evaluation which will be carried out by an external and independent assessment team.

The assessor was provided with terms of reference (ToR) which are annexed to this document (Annex 1). As stipulated in the ToR, the exercise is an internal assessment and its purpose is to:

- a) determine if the project is moving towards the achievement of its stated objectives and explain why or why not;
- b) assess the impact of the project in terms of sustained improvements achieved; and
- c) provide recommendations on how to improve project performance and identify the possible need to refine strategy.

C. Internal assessment team

Ideally the team would have consisted of an official of the Office of Foreign Relations, International Labor Affairs Bureau (ILAB) of the US Department of Labor and an official of the ILO Programme on HIV/AIDS and the World of Work. In the event, due to security concerns expressed by the US Embassy in Lomé, the assessment was undertaken by Ms Susan Leather, Head, Advocacy, Relations and Publication Unit, ILO Programme on HIV/AIDS and the World of Work (referred to hereafter as “the assessor”).

D. Internal assessment methodology

In accordance with the ToR, the assessor applied the interview protocol developed prior to the mission. Detailed discussions took place in the following areas:

- 1) Project strategy and methodology;
- 2) Project implementation;
- 3) Project management performance;
- 4) Project monitoring and evaluation; and
- 5) Project sustainability, benefits and long-term impact.

Annex 2 provides a tabular overview of the interview protocol utilized during interaction with key informants in keeping with the defined areas for analysis and performance criteria.

The assessor had a pre-mission telephone consultation with Ms Jona Lai, ILAB, and discussions with the ILO/USDOL Programme Manager in Geneva. She undertook intensive discussions and interviews with the Project’s stakeholders in Togo from 25 to 28 July 2005. In addition, she reviewed material provided by the project staff as well as other relevant information. This includes Project Progress Reports, which provide an overview of progress made in keeping with the plan of action and Project Monitoring Plan (PMP). The reports and other documents are available from the project office in Togo and the ILO/USDOL Project Management Unit in Geneva. They are also posted on the knowledge management platform, Community Zero, which is available to staff in all participating countries. The assessor did not have an opportunity to observe training activities but received feedback from participants and implementing partners. The list of meetings and debriefing

sessions is annexed to this report (Annex 3), and the last two Technical Progress Reports (TPRs) are included as Annex 4.

The assessor discussed initial findings with the NPC; on the basis of his positive feedback and clarification of certain points, the assessor presented her conclusions and recommendations to the Project Advisory Board (PAB) at the end of the mission.

III. PROJECT STATUS

The ILO/USDOL Cooperative agreement for the Togo project was signed between USDOL and the ILO on 26th of September 2002. The Memorandum of Understanding for the implementation of the project in Togo was signed between the government of Togo and the ILO in August 2003. Project activities have been undertaken as a contribution to national and international efforts aimed at preventing the spread of HIV in the world of work, the enhancement of workplace protection, and the reduction of the adverse consequences of AIDS on social, labour, and economic development.

The project was officially launched on 26 April, 2004 with the signing of the Memorandum of Understanding between the Government of Togo and the ILO. The launching ceremony included officials of the Ministry of Labour and three other ministries, the US Ambassador to Togo, and the Director of the ILO Sub-regional Office for West Africa. Also present were representatives of the Conseil National du Patronat (employers), the six trade union national centres, NGOs, donor agencies, other government ministries and agencies, and the media.

The National Project Coordinator (NPC) was hired in February 2004 and the Project Assistant in April of the same year. The first meeting of the Project Advisory Board (PAB) was held in March 2004. Membership of the PAB includes representatives from the Ministry of Labour (Direction Générale du Travail), including the Chair, employers' and workers' organizations, the National AIDS Programme Secretariat (CNLS), US, UNAIDS, NGOs and the PLWHA Network Espoir-Vie Togo. The PAB approved the project workplan and plan of action at its first meeting. Subsequently, on the basis of the mapping exercise and consultations undertaken by the NPC with key stakeholders, agreed to target the mining, hotel and brewing sectors, as well as garages in the informal economy. The NPC began recruitment of enterprises in those sectors to participate in the Project in August 2004.

Due to recruitment and hiring delays project activities began slowly facing the challenge of the coordination of the field actors in a country where the ILO do not have a field presence¹. However since the hiring of the NPC, activities are progressing well, in line with the work plan, as follows:

- **Project Advisory Board:** *The Project Advisory Board (PAB) was set up in March 2004, and at its first meeting adopted the project work plan and plan of action, as well as preparing a draft national tripartite statement and advising on revisions to the national policy on HIV/AIDS and the world of work. The PAB endorsed the project Performance Monitoring Plan (PMP) on August 13, 2004.*
- **Project launch:** *The official project launch was held on April 26, 2004.*
- **Mapping exercise:** *A mapping exercise was undertaken by a consultant in April 2004. The report include information on existing workplace programmes, communication material available and provided information about the status of the national policy and legislative framework as regards to HIV/AIDS.*
- **Sensitization workshops with tripartite constituents:** *Workshops were held for government officials, employers' and workers' organizations in July 2004. The findings of the mapping*

¹ In order to speed up project implementation and make sure the country will catch up with the other countries part of the 2002 cooperative agreement, a member of the Programme Management Team has been sent in official mission to Togo to train the new NPC on ILO procedures and regulations and to provide guidance on next steps in project implementation.

exercise were presented, and consultations were held on the project plan of action and the revised national tripartite policy on HIV/AIDS and the world of work.

- **National tripartite conference:** *A national tripartite conference was held on July 28, 2004 to endorse the project plan of action and adopt a revised national tripartite policy on HIV/AIDS and the world of work. The conference also approved a **national tripartite statement on HIV/AIDS and the world of work** included as annex 6.*
- **Development of a country-specific project performance monitoring plan (PMP) and strategic framework** *was completed in August 2004. The sectors chosen were mining, hotels and brewing, and garages for the informal economy.*
- **Recruitment of enterprises:** *The NPC has recruited eight enterprises, seven of which have signed a Memorandum of Cooperation with the project, and the Chambre des Métiers (association of artisans), on behalf of ASPAT, the garage workers. The list of partner enterprises is included as annex 6.*
- **Baseline workers' survey:** *A consultant was recruited to undertake a baseline survey in six enterprises as set out in the performance monitoring plan (PMP). Three hundred and fifty (350) workers were interviewed in November 2004 using the Workers Survey questionnaire refined during the PMP workshop.*
- **Training of trainers for the tripartite constituents** *took place in February 2005. Key staff from the government, employers' and workers' organizations have been trained in the development of effective HIV/AIDS workplace policies and programmes in their respective organization during an eight days training. A total of 15 members of the tripartite constituents benefited from the in-depth training.*
- **Training of enterprise focal points and HIV/AIDS committee members** *took place in May and June 2005. A total of 50 enterprise focal-points and HIV/AIDS enterprise committee members have been trained.*
- **BCC strategy development workshops:** *workshops took place for the three sectors in July 2005. A total of 80 workers and managers participated in the development of their HIV/AIDS Behaviour Change Communication (BBC) workplace programme.*

IV. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

A. Appropriateness of project objectives and strategy

“The difference between this project and the activities of most organizations is that the ILO brings a Code and a strategy to guide us and make sure our work is effective.” *PAB Chair*

Findings

A considerable amount of reflection went into the development of the generic strategic framework and, subsequently, into considering its suitability to the situation in Togo and developing an appropriate action plan for its local implementation. The immediate and sub-objectives have an important role in clarifying and amplifying the development objectives or goals. The assessor considers the goals to be fully appropriate to the vision and requirements of the Workplace Education Program as originally conceived by USDOL, while slightly less in harmony with the vision of the ILO that workplace action should rest on three pillars – prevention, care, and non-discrimination. She is of the view, however, that the immediate and sub-objectives provide adequate possibilities for ensuring that workplace policies and programmes recognise and incorporate the prevention-care continuum. It is agreed by most practitioners that the availability of care - and especially of treatment - has a positive role in reinforcing prevention messages and improving their acceptability. This was endorsed by several of those interviewed in Togo.

The strategic framework has the great advantage of a logical progression with clearly-defined stages which offers guidance and support to those responsible for managing and monitoring implementation. The action plan and work plan are used systematically by the NPC to organize his work and the PAB to see where the project should be at a given point. The assessor asked all interviewees about the framework, and found that it is generally well understood and accepted by stakeholders in the Togo project. Sufficient consultations appear to have taken place, including the opportunity to develop Togo-specific action and monitoring plans, for the stakeholders to have a sense of ownership and a commitment to implementation. Each sector had developed its own strategy at a workshop, and representatives of each sector interviewed said that this had assisted buy-in and a sense of ownership.

The need for a combined response at national and workplace levels was emphasized, including the importance of a conducive legal-policy framework for promoting and supporting enterprise action. The role of the MoL is key in this respect, and it is also significant that the Government has explicitly acknowledged the impact of HIV and AIDS in the world of work, and developed a policy. The CNLS actively welcomed the contribution of the project to the national response.

Most informants endorsed the focus of the project on a limited number of sectors and enterprises. Some referred to the need to test strategies in selected ‘pilot’ enterprises before applying them more widely. Others said that by starting in a few larger enterprises, the project would make progress more rapidly, and its success stories and lessons learnt would have a greater impact. The high profile of the hotels, for example, would help their programmes to be an impetus and an example to the rest of the sector – the Ministry of Hotels and Tourism is already trying to develop a strategy for the sector as a whole, based on the project.

Some of the stakeholders, however, expressed regret at the limits imposed on the project. The social partners, in particular, said that it had been difficult to select enterprises out of a number which might have been suitable, and hard to balance the greater needs of one sector against the greater potential for action in another. The assessor heard that a number of other companies and institutions had requested support but had had to be turned down because they were not in a selected sector, or

because the limit of numbers had been reached. She also noted that the enterprises selected are all in or near Lomé. The unions spoke very strongly about the need to support action in the rural areas where information levels are very low.

The assessor wondered to what extent the relatively well-organized networks of small garages truly represent the informal economy. In fact, when she discussed the needs of informal workers with the NPC, he made a distinction between the informal economy and the informal sector – the latter comprising, for example, street traders and others who Dr Akaya believed it would be impossible for the project to reach.

The assessor noted efforts made by the NPC to extend policy guidance to institutions outside the project – he has, for example, helped the post and telecommunications service produce an information leaflet on AIDS, and disseminated information on the principles of the ILO Code.

Several respondents referred to the importance of the ILO Code of Practice in providing the overall framework for workplace action, and said how much they appreciated the fact that the project was in place to help them apply the Code in concrete ways.

Conclusions

The assessor concluded that the project strategy and methodology are appropriate and already proving to be effective in achieving agreed objectives. The strategic framework and plan of action appear to be well understood, well accepted and appropriate to the specific needs and situation in which the project is operating in Togo. This was helped by a relatively long but necessary preparatory period during which the key stakeholders were brought together, awareness was raised and commitment mobilized, and local planning took place. It should be noted that the strategic framework and implementation plans are all gender-neutral, as are materials produced to date by the project (though not the ILO materials used). This may stem from the wish to mainstream gender, but the danger is that without specific targets, there will be insufficient priority given to gender issues or guidance for implementation.

The combination of activities for the ILO constituents with enterprise-based interventions appears to the assessor to be well-designed to achieve the project objectives. First, capacity and mechanisms are being developed among the constituents that offer the potential for expanding workplace action more widely and sustaining it over the longer term; second, the more intensive work with selected enterprises enables those involved to identify strengths and weaknesses in available technical and policy guidance, including resource materials, to refine strategies, identify and examples of good practice and lessons learnt. She is of the view, however, that further consideration needs to be given by the Program as a whole to what constitutes the informal economy and what types of intervention are both feasible and useful.

The assessor accepts the reasons for limiting the project to ten enterprises, recognizing (a) the limit to what one NPC can manage on his/her own, and (b) the need to keep focused: several stakeholders repeated the view that it's better to do a few things well than many things badly. At the same time she believes that its benefits could be shared more widely and that more flexibility should be built into the plan of action.

Recommendations

1. Explore the possibility of a two-tier approach to enterprise activities, whereby the NPC is given latitude to develop a limited strategy for additional enterprises, perhaps bringing a number together for training in the context of a simplified workplan.

2. Consider the extension of the project to further sectors and geographical areas, taking into account risk factors associated with certain occupations and work situations, including migrant and mobile work.
3. Focus attention on gender dynamics and the particular needs of women.
4. Identify further entry points into the informal economy and outreach opportunities to the community.
5. Explore ways of strengthening the prevention-care connection, in particular through promoting VCT and know your status, as well as continuing efforts to include the workplace in national programmes to extend access to ARVs.

“The ILO Code has become like a bible to me – whatever problem I have in my work I can find an answer there.” *The Director of FOTOBE (NGO carrying out BCC in enterprises)*

B. Project management and implementation

“At first the PAB didn’t believe the NPC could carry out the action plan, but he’s doing it.”
Debriefing meeting with the PAB

Findings

The Project office consists of two reasonably spacious rooms in the Ministry of Labour (Direction du Travail) compound, in the same building as the IPEC project with which the HIV/AIDS project has good communications. The project vehicle saved time for the NPC and was also, when appropriate, placed at the disposal of PAB members. The administrative assistant seems hard-working and competent, but the assessor did not examine her work in any detail. Her role is clearly not purely administrative as she needs to deal with enquiries and visitors in the absence of the NPC. The assessor did not ask if she feels she has sufficient information and guidance to manage this.

The assessor was at first confused to find a plan of action and a work plan, in addition to a performance monitoring plan. There was also a “feuille de route” and a plan of action for the PAB. The NPC, however, was clear as to the different functions of each. He said that the workplan was extremely helpful, and expressed the view that if enterprises had such a plan the Togolese economy would be much stronger. The NPC was also very appreciative of the support he receives from ILO Geneva, and the excellent communications with the Management Team there. The support includes technical information, policy guidance, a supply of materials, regular training, Community Zero, and the possibility of raising problems and issues at any moment and knowing he would receive a rapid and relevant response. The principal constraint he noted relates to expenditure (see below under ‘Budgetary matters’). The Geneva Management Team expressed satisfaction with the NPC, noting only that he did not always post reports of his activities in the report-back section of Community Zero as soon as they were completed. He does, however, fulfil the reporting requirements of the project in terms of his Status and Technical Progress reports.

As with all the ILO-USDOL projects, the key parties managing and implementing the project are the NPC and PAB. The workplan, plan of action and PMP are being followed closely by the NPC with the PAB, and all those interviewed said they were confident that the project was where it should be according to the plans.

Project Advisory Board

The PAB benefits from an active and committed Chairman, Mr Akouete (Director-General of Work and Social Legislation), who ensures good collaboration with the MoL. A number of the relevant Ministry authorities are closely involved in the Project, such as the OSH service, the labour inspectorate, and vocational training institutions: two MoL officials sit on the Board in addition to the Chairman. The employer and worker organization members have good relations; this was the view expressed by the NPC, and both parties made the same point in the course of the interviews. Although they were unfortunately out of town during the assessment, the assessor heard positive reports about the contributions of the UNAIDS country coordinator and the representative of Espoir Vie-Togo, the association of people living with HIV and AIDS. The UNDP representative had recently come to the end of his contract and it was not clear if, and in what capacity, he would continue working for UNDP. He was invited to stay on the PAB in his personal capacity while the situation was being clarified. The US Embassy is also represented. It should be noted that only one of the PAB members - the trade union representative - is a woman.

The selection of members of bodies such as these is a complex diplomatic process, but to ensure the PAB is as effective as possible, members need to have a certain status in terms of hierarchy and decision-making, especially among the social partners. Some informants expressed the view that as the workers' organization representative has no political function in her trade union it would be difficult for her to influence the union agenda. It was also explained to the assessor that there are ongoing difficulties of communication between the six national union centres, although all are agreed that AIDS is a priority issue and one they will pursue in collaboration.

It is considered an indicator of the project's success that PAB meetings have been held regularly ("unlike many other project committees", the assessor was told, though there was a regrettable gap between October 2004 and March 2005). It became clear, however, that decisions regarding the selection of enterprises took place between these two meetings so, although the NPC consulted with the Chair and other PAB members, these consultations were not full and formal. The assessor recognizes that in many cases there were few actual choices to be made as, at a given moment, a limited number of enterprises was available.

The PAB meeting attended by the assessor did not have an agenda, and the minutes of the previous meeting were only distributed at this meeting. They were read out loud, which reduced the time available for discussion. At the same time, however, the atmosphere of the meeting was friendly and constructive, with communications becoming less formal as time went on and discussions more substantive and practical. Based on a comparison with the minutes of earlier meetings, and the comments of some participants, it seems that this meeting was less dominated by reports of activities and had more discussion among members. The provision of refreshments was appreciated and made a positive contribution to group dynamics.

The social partners

Both employers and workers expressed appreciation for the project and said how clearly it was needed – the CGCT General Secretary called it "vital for the economy". They valued the clear strategy, the creation of focal points, and the training but hoped that it could benefit a wider range of sectors and geographical regions, and in particular involve more workplaces. It was suggested that more attention be given to the most vulnerable groups and sectors. As noted below, they also appreciated the efforts of the NPC.

There was discussion on several occasions of the need for concrete activities, now that strategies and structures are in place, and concern that the project was due to end so soon, especially as it had

started late. It was not always clear what was meant by “activities”, though for some it was care and treatment, but it is the assessor’s view that the BCC programmes now being developed in enterprises do constitute practical activities. Now the project focus is at enterprise level, it may be that the employer and worker organizations are feeling slightly at a loss, and that their roles/ next steps have not been defined clearly enough. Some of those trained as trainers have not yet started to train others. The unions admitted this was partly their own fault – they said they would make sure that the trainers first train others in the unions, and then go into the workplace: they suggested joint approaches to CEOs with the employers’ organization. Both employers and workers mentioned the need for action plans and guidelines for their focal points, and practical support – not only resources for materials and activities but a sense that people’s work is being followed and evaluated.

The unions have a big training project with agricultural workers financed by the Government of Luxembourg; it is coordinated by the CGCT but executed by all six centres in the different regions. They have already integrated some IEC on HIV and AIDS, but suggested that with the help of ILO-USDOL they could develop a more substantial and effective component. They defined the agricultural sector as “less formal than the informal sector”.

Budgetary matters

The employers expressed their concern fairly strongly that insufficient funding is available for activities, and an examination of PAB minutes showed a general view that funds don’t match the requirements of the strategic framework. The assessor came to understand that this issue has a number of aspects, most of which often arise in the context of donor-funded projects: first, the expectation that a major project with its own office and coordinator would bring quite a lot of cash with it; second, the belief that the NPC disposes of funds directly, so that if he doesn’t immediately agree to support proposals made by the partners there is a sense that he’s not sharing available resources; third, the feeling that the time and trouble of PAB members and other stakeholders should be compensated (e.g. travel costs); fourth, underlying it all, the knowledge that control of the budget means control of the project. Measures should be taken to ensure more transparency over budgetary matters, and to give the NPC a small float to cover certain expenses.

National Project Coordinator

Almost all the comments made about the NPC were positive, and what the assessor observed directly bore them out. The PAB chair expressed the view that the progress the project had made after a delayed start was down to two things: a good strategy and the technical capacity, energy and commitment of the NPC. PAB members emphasized his dynamism, his frequent visits to enterprises and the initiative he has taken in obtaining condom supplies – both his home and his office contain piles of cartons.

Interviews at the organizations of employers and workers revealed general satisfaction with the NPC but one or two points of concern. The employers felt that the NPC should involve them more directly in some of his outreach activities to enterprises; some unions felt that he should make more direct contact with individual unions and not leave it up to the one representative on the PAB. On the other hand they were pleased with the way the project had integrated its work in the existing OSH structures and consulted the social partners via the OSH committees.

In her many conversations with him, the assessor was impressed by the NPC’s analysis of problems and sense of how to respond effectively. He appears to have achieved an exemplary balance between following through the plan of action in a systematic and responsible manner and developing imaginative initiatives such as his radio broadcasts on the principles of the ILO Code of Practice and taking action at the workplace. He understands the importance of working with the

social partners, as is clear from hearing him analyse their role (and endorsed by both employers and unions) and readily agreed to develop more contacts with the unions individually.

The assessor was interested in the NPC's view that the impact of the policy guidance and technical advice provided by the project can be enhanced by the provision of small but useful items such as pins/ badges, as well as attractive educational materials such as posters and handouts. He points out the symbolic value of having something tangible to give, which serves to thank individuals and give them a certain status, as well as providing a talking point. One example is the fact that he had 50 copies of the tripartite consensus statement on HIV/AIDS nicely framed (I believe at his own expense) to present to key officials, donors and world of work stakeholders as part of an advocacy strategy; another is the wooden AIDS ribbon he had carved and gave to key leaders to put on their desks in order to spread awareness. He is thinking of a small token or pin for all those who have undertaken training, and in particular for focal points at enterprises and in the employers' and workers' organizations.

Condom provision

The PAB chair explained that supplying condoms (at affordable prices or free) has made people see the project differently – it shows it's practical and not just "talk and go". Advocacy and IEC activities promote an understanding of prevention and a demand for condoms, so the NPC obtains supplies, and ensures that people know how to use them – this also promotes a more open discussion of sex. Several people interviewed noted that a large part of the resistance to condoms in the country stems from the fact that people don't know how to use them properly.

Conclusions

Interviews, attendance at the PAB, and study of all key planning and strategy documents led the assessor to conclude that the project is being well managed and implemented. Activities have been completed on time according to the workplan and plan of action. She believes, however, that the confidence and competence of the NPC may sometimes lead him to act too much on his own, or only rely on informal discussions with a PAB member or the MoL. It is clear that his reporting on Community Zero has lagged somewhat behind his activities, which is a pity as it means that others in the ILO-USDOL programme are not benefiting as fully as they might from achievements and lessons learnt in Togo.

The PAB seems genuinely interested in the issues related to workplace action on AIDS and committed to the project. It is possible that their interest could be strengthened if they had more opportunity to discuss these issues and contribute to forward planning, rather than (mainly) receive reports on past activities. Although an action plan is in place, there would still seem to be a number of decisions the Board could be invited to take. One suggestion was that the Board identify gaps in and obstacles to implementation, and agree how to tackle them.

It is important to nurture relations with the social partners, keep up their motivation and involvement, and ensure that their focal points know what to do and how. In fact all the focal points need support, those in enterprises as well as among the constituents, and including the peer educators. The assessor hopes that the creation of the bureau recommended below, and the preparation of guidelines, will help strengthen links with the social partners and clarify their role over the longer term. It would also be good to make more active use of the IOE-ICFTU statement of collaboration on HIV/AIDS to encourage joint employer-worker action.

Budgetary matters are almost always a sensitive area, and it would help the NPC manage them if he has more complete information, e.g. on available income under the main budget heads.

Recommendations

1. Extend the project by six months if possible to make up for the delay in starting.
2. Strengthen PAB management through:
 - ensuring that meetings are held quarterly, as per the constitution;
 - prepare an agenda before each meeting, and contact members to solicit items for discussion;
 - consider dividing the agenda into two parts, one for reporting/ information-sharing, the other to discuss an issue of concern and agree the response/ future activities;
 - sending out minutes within two weeks of each meeting;
 - setting up a smaller committee ('bureau') that meets more often and/or that can be consulted by phone between meetings
3. Ensure that when the NPC or PAB members speak about the project in public they explain its tripartite nature, and the importance of employer and worker involvement.
4. Ensure direct lines of communication with all the national union centres, as well as the local offices of the global union federations Education International and Public Services International, and develop mechanisms for collaboration between them and with the project.
5. Encourage joint worker-employer activities, as the key means to promote and guide the involvement of enterprises.
6. Help the CNP develop a corps of 'AIDS champions' who will undertake advocacy with fellow employers.
7. Ensure the NPC is fully informed about the budget for the project and has a small sum at his disposal for minor expenses.
8. Encourage the NPC to make a proposal to produce 'token' for all trainees, and special pin/item for trainers, peer educators and focal points – associate these with a simple guidance pack and materials to hand out.
9. Ensure adequate resources for activities in the selected sectors and enterprises, and to provide support to the constituents and their focal points.
10. Ensure the NPC reports regularly and shares information through Community Zero – the ILO-USDOL MU should ensure that the 'status of activity' column in the CZ country task list requires NPCs to fill in the date of the activity concerned.

"His [the NPC's] enthusiasm is catching – we really believe we can succeed."

PAB Chair

C. Impact on project beneficiaries

"Gradually the project is persuading employers that workplace programmes don't represent expenditure but investment". *FOTOBE*

Findings and conclusions in this area must be viewed as preliminary, given that the project has been in place for little over a year and had a relatively long preparatory phase. Direct impacts will become clearer and more measurable at a slightly later stage. It should be recognized, however, that as well as establishing an infrastructure for the project the preparatory phase also started the process of awareness-raising, mobilization and capacity-building. As a result there is already an improved understanding on the part of the tripartite constituents, and others with a stake in the world of work (including NGOs, associations of people living with HIV, UN partners and national AIDS authorities), of the social and economic impact of HIV/AIDS and how to address it through workplace policies and programmes.

Findings

All those interviewed expressed the view that project benefits are already evident. Several spoke of sporadic initiatives in the world of work before the project started, but said there had been a lack of coordination, strategic direction and follow-up. Most expressed the view that the well-structured planning and monitoring processes of the project provided the best chance of ensuring a positive and lasting impact. Focal points and workplace committees are already at work in all the enterprises and activities are starting. The NPC made sure that seminars and launch meetings at the enterprises involved the highest level of management.

Policy development

The assessor found evidence, both in written documents and through interviews with relevant informants, of the development of a national policy framework that will promote and support action in the world of work even after the end of the project:

Labour law and policy. The Ministry of Labour has fully integrated HIV/AIDS in its responsibilities, and built an HIV/AIDS component into the labour inspectorate, the social security system, occupational health, vocational training (including the prestigious administration school for civil servants). A national policy on HIV/AIDS in the world of work has been reviewed, strengthened and finalized as a result of the project, and its implementation will be supported by the project's action plan. The Code du Travail is also being revised to take account of HIV/AIDS, and will include provisions on health insurance. The project contributed to these processes through advisory services provided by the NPC and the PAB.

HIV/AIDS plan and policy. The National AIDS Plan now has a strategy for the world of work, thanks to the project, having formerly subsumed it under civil society. The National AIDS Council has close links to the project. This has concrete benefits in terms of access to condoms and some IEC materials, but an obstacle has emerged in relation to treatment. Togo is the beneficiary of a grant from the Global Fund, but the CCM has so far refused to recognize the workplace as a possible mechanism for delivery, or to make ARVs available to enterprises at subsidized prices, on the grounds that workers by definition have an income and can therefore afford to buy them. The matter is being pursued by the NPC and PAB, especially for the informal economy enterprises.

Training

The training that has already taken place has been favourably received. Although the assessor wasn't able to attend a session, meetings at two of the enterprises in the project provided positive feedback. At the phosphate processing plant, in particular, a group of ten senior staff came to meet the assessor, representing a cross-section of functions from HRD and OHS to trade union representation. One woman was applauded when she said, "Other people have come here to do activities on HIV/AIDS, but this time we feel we're part of a programme that will have concrete

results.” It should be noted that the workplace committee at the plant has almost equal numbers of men and women, though most workers are male. The project’s focal point at the Hotel Sarakawa – the personnel manager - endorsed the usefulness of the training in terms of its impact on his staff, and was particularly enthusiastic about the specific benefits of the BCC programme.

The trainers in the TOT programme have asked for some sort of guideline to help them be as effective as possible in carrying out further training. The NPC said he would prepare a note based on the ILO training manual.

The Director of FOTOBE, the NGO facilitating implementation of the BCC programme, said, “The BCC training helped me understand what’s a good message and what’s a bad or useless one.”

Gender issues

The barriers to gender equality and the particular HIV risks for women were mentioned in several discussions – one PAB member said simply, “women don’t have the right to information”. It is estimated that over 90 per cent of workers in the informal economy are women. At the same time the stakeholders seemed content to accept the fact that the great majority of them are men, and most did not appear to be considering whether more gender-specific strategies were necessary both to reach women and to increase the awareness of men. The NPC tries to make sure that at least one-third of participants in meetings and workshops are women, though this hasn’t always been possible; the OHS training for the mining sector will include a gender component. He also points to the fact that messages are directed to the wives and families of workers. This issue would be a useful topic for discussion at a forthcoming PAB meeting.

Conclusions

It is the view of the assessor that a sound base exists in terms of an improved awareness and understanding of the implications of HIV/AIDS for the world of work and the key components of prevention and non-discrimination; a wide range of stakeholders is involved, though further alliances could be made in order to extend the influence of the project. There is a demonstrated commitment to the inclusion of HIV/AIDS in ongoing workplace activities and relevant government services. Both enterprise management and trade union representatives are giving increased priority to HIV/AIDS and show they are aware of the need to translate policies into action. Baseline surveys have picked up important gaps between knowledge and behaviour, and the project is now starting to address these through BCC. The project has already encouraged a climate of more open discussion that is supporting efforts to counter discrimination, taboos and misunderstandings about occupational versus personal risk. The assessor also came to believe that the sound design, management and implementation of the project mean that it is seen as serious and worth supporting, thus extending its influence beyond the target sectors and enterprises. She believes that the requests for support the project has received from many enterprises are an indicator of its impact.

Recommendations

1. Reinforce the efforts already under way to ensure that the issue of discrimination is addressed not only in all relevant policies but also public information and education, especially in vocational and pre-work training for young people.
2. Continue efforts to mainstream HIV/AIDS in existing world of work structures and programmes.

3. Maintain communications with and support for enterprise focal points and committees, including preparation for increasing autonomy.
4. Develop short ‘tailor-made’ guidelines for trainers, so that they have a tool to take away from ToT activities, and similar guidelines/action plans for focal points and peer educators – along the lines of ‘What’s expected of you as a trainer/FP’, ‘What do to next’, ‘Keeping up the momentum’, ‘Where you can get help and support’.
5. Translate core materials into local languages, including the principles of the ILO Code, the workplace posters and the ‘Know your status’ leaflet, adding local references as appropriate. Consider adding a fourth poster to the set of 3 workplace posters on VCT/ know your status.
6. Strengthen partnerships with relevant organizations related to the world of work, especially SIDAEnterprises, with NGOs such as PSI, and with civil society groups, in order to extend impact and promote sustainability.

“The project has broken through embarrassment and taboos – it encourages open discussion through the involvement of the social partners.” *PAB Chair*

D. Project sustainability

“This project will last as long as the enterprise does – you’ve got us going and we’ll carry on.” *Member of HIV/AIDS committee, project enterprise in mining sector*

Findings

The NPC clearly gives high priority to sustainability and – with the PAB - he is already in discussion with the MoL about the Direction de la Santé au Travail (OSH department) taking over the project if necessary. It is his belief (endorsed by the head of the department in question) that the PAB will become a permanent National Tripartite Commission on HIV/AIDS and the world of work. This will be reinforced by the creation of a national network that will be integrated into the structures of the CNLS. Other plans include developing a pool of experts on workplace issues and programmes; integrating HIV/AIDS into appropriate existing services such as occupational health services; including a module on HIV/AIDS in vocational and professional training; and designating an NGO to coordinate workplace activities under the direction of the National Tripartite Commission and the OSH. The PAB is involved in all these developments, and the intention is that all will be in place by the end of the project.

Several stakeholders emphasized that a strength of the project is that it is well integrated in national HIV/AIDS plans and structures and positions itself as strengthening a multisectoral, multi-level response within the context of the Three Ones. Although the world of work was not clearly identified as a component in the proposal for the last round of the Global Fund, an indicator on workplace policies and programmes has been accepted by the CCM thanks to the NPC. In addition, UNAIDS is coordinating the preparation of the proposal and, as a member of the PAB, has indicated that it will support a world of work component in the next proposal.

Conclusions

The ILO seeks to integrate HIV/AIDS into world of work institutions and activities not only from considerations of cost-effectiveness and efficiency, but also to ensure sustainability. In the case of

the Togo project, this approach is reinforced by the strategic framework and the provisions built into it to ensure that the benefits of the project continue after its formal end. Furthermore it is being actively pursued by the NPC, PAB, and other MoL authorities. If we identify the core components of sustainability as a valid policy framework, an established network of committed actors, the capacity to carry out workplace programmes (with access to some advisory services and training expertise), and necessary resources, we can see that all are potentially in place in Togo. Efforts will need to be intensified, however, in capacity building and resource mobilization.

Recommendations

1. Actively pursue existing efforts to integrate HIV/AIDS in relevant laws, policies, institutions, structures and programmes of the world of work.
2. Continue dialogue with the MoL about long-term responsibility for the project, but ensure close involvement of the social partners in the discussions.
3. Ensure widespread dissemination of the Code of Practice, especially the key principles, as an impetus to the ongoing development of workplace policies and programmes, outside and after the project.
4. Ensure that all training explicitly addresses a ‘post-project’ stage and helps trainers/ trainees work out what their ongoing workplan will be when the NPC no longer available to support.
5. Promote information-sharing and networking among focal points and trainers.
6. Intensify the efforts already started to integrate HIV/AIDS in vocational training and reach out to young people as future workers.
7. Lobby and work with the Ministry of Health, the CNLS, UNDP, UNAIDS and the other Theme group members to ensure the world of work is featured in the next proposal to the Global Fund – explicit reference should be made to care as well as prevention. This should be linked to ongoing efforts to secure condoms from existing GF-subsidized supplies. It is possible that both efforts could be assisted by a letter from WHO explaining why they work with ILO and the workplace partners to expand access to care and treatment.

“The project doesn’t create a private, limited world – it uses the world of work as an entry point and an opportunity to reach the population at large.” *PAB Chair*

E. Performance monitoring system

Findings

Some comments that have already been made on project strategy and implementation also cover the performance monitoring plan (PMP), both implicitly and explicitly. The process of developing the PMP was seen as a useful learning experience, and stakeholders appreciated the fact that a meeting was organized to ensure wide participation in the process and full discussion of the key elements to be monitored. The plan itself is judged by the PAB and the NPC to be appropriate to the local context and to the objectives of the project. The information it has already started to generate is considered by PAB members to be very interesting, and useful for planning as well as monitoring. This includes, in particular, data on attitudes and behaviours that will help shape IEC and BCC. Several PAB members stressed the importance of getting feedback from the workplace, especially

for the viability of enterprise strategies and their impacts. They therefore appreciate the emphasis of the PMP on baseline surveys and measurable indicators. It was acknowledged by the MoL focal point and other PAB members to be a useful management tool. The PAB Chair spoke of the need for enterprises to value this information too, not only because it is a requirement of the project but because they understand its importance to their own future.

Conclusions

The PMP is a well-conceived and useful instrument, and at one level the stakeholders have bought into it, but further efforts will be needed to ensure that enterprises are able to use it on their own. Its value in guiding project implementation and monitoring impact was unanimously agreed by PAB members and other key informants, and this will only increase as more data become available. Enterprises may need assistance not only in carrying out some of the surveys that will become necessary but also in making practical use of the information they make available, especially in prevention activities.

Recommendations

1. Ensure that support for participating enterprises includes guidance on preparing PMP reports; build in the capacity to take over responsibility for monitoring without guidance from the project.
2. Ensure that PMP findings are analysed in such a way that they can help answer questions about the appropriateness/ effectiveness of strategies, messages and target groups.
3. Develop mechanisms to combine and analyse national data, and share findings with other ILO-USDOL Programme countries and the ILO/AIDS Programme.

F. Overall conclusions and key recommendations

A little over a year ago, in the view of many, “nothing was in place” on HIV/AIDS in the world of work - or just a few dispersed activities. Today there is a substantially increased level of understanding of the dangers of HIV/AIDS for the world of work, and of the ways the MoL, the social partners and the workplace can contribute effectively to the national response. This broad awareness and understanding has been reinforced by targeted prevention measures so that rapidly increasing numbers of stakeholders from leaders to workers know how to reduce risk and prevent transmission. In terms of what might be called the infrastructure to support and sustain the world of work response, a multi-level legal and policy framework is in place, as well as a network of focal points both among the constituents and in the enterprises selected; all participating enterprises also have HIV/AIDS committees. The BCC strategies have been developed and a partner organization has received the necessary training to facilitate the BCC process at enterprise level. In the view of most PAB members, all that is missing are the resources to carry out the activities (this point is discussed in section B above).

It is the view of the assessor that progress has been made towards the achievement of all seven of the sub-objectives.

“The values of the project are solidarity and tolerance. Based on these it tries to help people live longer, through education and prevention. Where it can’t, it helps support them in the time they have left.” *MoL focal point*

Summary of key recommendations and areas for further consideration

The assessor is of the opinion that particular attention should be given to the implications of recommendations 1 and 2, which are connected, and 6. The first two invite further consideration of the scope of the project, and how its strengths can be used to optimal advantage in the world of work in Togo. Number 6 is concerned with ways of supporting the commitment and capacity of the constituents to take and sustain workplace action, in order that they should have taken full ownership of the project by the time it ends.

1. Explore the possibility of a two-tier approach to enterprise activities, whereby the NPC is given latitude to develop a limited strategy for additional enterprises, perhaps bringing a number together for training in the context of a simplified workplan.
2. Consider the extension of the project to further sectors and geographical areas, taking into account risk factors associated with certain occupations and work situations, including migrant and mobile work. Identify further entry points into the informal economy and outreach opportunities to the community. Extend the project by six months to make up for the delaying in starting.
3. Focus attention on gender dynamics and the particular needs of women.
4. Explore ways of strengthening the prevention-care connection, in particular through promoting VCT and know your status, as well as continuing efforts to include the workplace in national programmes to extend access to ARVs.
5. Strengthen PAB management through the implementation of practical measures to ensure the smooth and regular running of meetings, and including the possibility of setting up a smaller committee ('bureau') that meets more often and/or that can be consulted by phone between meetings.
6. Reinforce direct lines of communication with the social partners, including the individual union centres, to ensure their roles are clear, to support their activities, and to enhance their capacity. Promote information-sharing and networking among focal points and trainers. Ensure adequate resources for activities in the selected sectors and enterprises, and to provide support to the constituents and their focal points. Prepare enterprise focal points and committees for increasing autonomy.
7. Encourage joint worker-employer activities, as the key means to promote and guide the involvement of enterprises.
8. Continue efforts to mainstream HIV/AIDS in existing world of work structures and programmes, especially in vocational and pre-work training for young people. Actively pursue existing efforts to integrate HIV/AIDS in relevant laws, policies, institutions, structures and programmes of the world of work, and continue dialogue with the MoL about long-term responsibility for the project.
9. Develop 'tailor-made' guidelines for trainers, so that they have a tool to take away from ToT activities, and translate core materials into local languages. Ensure that all training explicitly addresses a 'post-project' stage and helps trainers/ trainees work out what their ongoing workplan will be when the NPC no longer available to support.

10. Strengthen partnerships with other relevant organizations related to the world of work, especially SIDAEnterprises, with NGOs such as PSI, and with civil society groups, in order to extend impact and promote sustainability.
11. Lobby and work with the Ministry of Health, the CNLS, UNDP, UNAIDS and the other Theme group members to ensure the world of work is featured in the next proposal to the Global Fund – explicit reference should be made to care as well as prevention. This should be linked to ongoing efforts to secure condoms from existing GF-subsidized supplies.
12. Ensure that support for participating enterprises includes guidance on preparing PMP reports; build in the capacity to take over responsibility for monitoring without guidance from the project. Develop mechanisms to combine and analyse national data, and share findings with other ILO-USDOL Programme countries and the ILO/AIDS Programme.

“The message of the ILO is positive and hopeful – most NGOs say that having HIV is the end, but the ILO says ‘let’s help people with HIV go on working’.” *FOTOBE (NGO)*

Annex 1

TERMS OF REFERENCE

INTERNAL ASSESSMENT OF THE INTERNATIONAL LABOR ORGANIZATION'S HIV/AIDS WORKPLACE EDUCATION PROJECTS IN TOGO

I. PROJECT DESCRIPTION

The Togo HIV/AIDS Workplace Education Project is part of a US\$4,644,596 grant awarded by the Department of Labor to the International Labour Organization in FY 2002 to develop a program for HIV/AIDS prevention education and workplace policy. The intended beneficiaries of the project are workers and their families both in the formal and informal sector. Indirectly, enterprises will also benefit from the impact of prevention programs, as the reduction of the spread of HIV/AIDS will reduce absenteeism and its associated costs as well as the costs of recruitment and training replacement workers. As part of this program, the ILO began in 2003 a *three-year* **\$406,801** project in Togo.

According to the UN, the HIV prevalence rate among adults ages 15-49 was reported to be 4.1% in 2003 in Togo, although estimates have placed that figure as high as 6.4%. HIV rates of over 8% have been reported in selected economic sectors: Mines: 12-15%; Trading: 10-12%; Banks: 8-10%; and Hotels: 8%. Since 2000, the Government of Togo has renewed its commitment to fight the epidemic by developing the National Strategic Plan (NSP) for HIV/AIDS and STI for 2001-2005. The NSP provides the national strategic orientation, which includes the priority action areas as well as the framework for tripartite collaboration (government, civil society and development partners).

The ILO's strategy is to work with business, labor, and government leaders to develop their awareness of the existing and growing danger of HIV/AIDS and to act to address it in the workplace. This was to be accomplished through an information and awareness raising campaign of presentations, workshops, and technical assistance to business, labor, governmental and NGO groups. These are to be complemented by an effort to increase understanding of the existing situation, and the development of support materials designed to increase capacity among stakeholders to support workplace-based HIV/AIDS policies and programs, and to induce change in behavior.

In May 2004, the ILO Staff in Geneva, consultants from Management Systems International, a USDOL Representative, and the individual Project Country Coordinators met to develop the overall strategic framework. Together with USDOL, they developed a generic strategic framework which would then be specifically tailored for the country project. As evidenced in the strategic framework, there are two overarching development objectives that serve as the long-term goals of the project. The project is intended to contribute to the realization of those objectives. The developments objectives are:

1. Reduced HIV/AIDS Risk Behaviors Among Targeted Workers
2. Reduced level of Employment-related Discrimination Against Workers Living with HIV/AIDS or Affected by HIV/AIDS

The development objectives are to be accomplished by pursuing four immediate objectives:

1. Improved Knowledge And Attitudes Related to HIV/AIDS Risk Behaviors
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

These immediate objectives are supported by the following sub-immediate objectives:

1. Increased Availability of Quality HIV/AIDS-Workplace Services
2. Increased Levels of Workplace Collaboration and Commitment by Labor and Management
3. Increased Capacity of Workplace to Offer Comprehensive HIV/AIDS Policy and Programs on a Sustained Basis
4. Improved Coordination and Cooperation Between Tripartite Constituents and other Partners at the National Level
5. Improved National Level Policy Framework Related To HIV/AIDS at the Workplace
6. Increased Capacity of Tripartite Constituents to Support Development of Workplace Policy and Programs

A consultancy firm has been retained to conduct the baseline survey and data collection exercises in Togo. The primary methodologies used for the data collection is a Workers' Survey questionnaire and onsite interviews. A sample of 350 workers employed by enterprises that have signed a Memorandum of cooperation with the project has been selected randomly. Project baseline data are available.

(The Strategic Framework is attached as appendix A. The performance monitoring plan, which sets forth the performance indicators for its development, immediate and sub-immediate objectives, is attached as appendix B.)

II. PURPOSE OF THE INTERNAL ASSESSMENT

The purpose of the internal assessment is to:

- a) determine if the project is moving towards the achievement of its stated objectives and explain why/why not;
- b) assess the impact of the project in terms of sustained improvements achieved;
- c) provide recommendations on how to improve project performance, and, where necessary, identify the possible need to refine strategy.

III. PROJECTS PROGRESS TO DATE

Due to unavoidable recruitment and hiring delays project activities began slowly. However since the hiring of the NPC in February 2004, activities have commenced and are moving forward. The following activities have been undertaken to advance the work of the project according to the work plan:

- **Project Advisory Board:** *The Project Advisory Board (PAB) has been set up and has adopted the project work plan and the project plan of action and the revisions of the national tripartite policy on HIV/AIDS and the world of work and the consensus statement. The PAB endorsed the project performance monitoring plan (PMP) on August 13th.*
- **Project Launch:** *The official project launch was held on April 26, 2004.*
- **Sensitization workshops with tripartite constituents:** *Sensitization workshops were held for government officials, employers' and workers' organizations in July 2004. Findings of the mapping exercise were presented and consultations on the project plan of action and the revisions of the national tripartite policy on HIV/AIDS and the world of work were held.*
- **National tripartite conference:** *A National Tripartite Conference was held on July 28, 2004 to endorse the project plan of action and adopt a revised national tripartite policy on HIV/AIDS and the world of work.*
- **Development of project performance monitoring plan (PMP) and strategic framework** *was completed in August, 2004.*
- **Recruitment of enterprises:** *The NPC has recruited 7 enterprises that have signed a Memorandum of Cooperation with the project so far..*
- **Baseline workers' survey:** *A consultant was recruited to take on the baseline survey in six (6) enterprises in accordance with the performance monitoring plan (PMP). Three hundred fifty (350) workers were interviewed in November using the Workers Survey questionnaire refined during the PMP workshop. Baseline data will be communicated to USDOL in the next Technical Progress Report or as soon as the data will be available upon request.*

Issues to be addressed:

- **Permanent contact** must be maintained with the three tripartite constituents, other development partners and UNAIDS.
- **Establish a close working collaboration** with the Comité national de lutte contre le Sida (CNLS) to integrate issues in relation with HIV/AIDS and the workplace in the national plan.
- **Establish partnerships** with national organizations and agencies to provide services to workers.

IV. INTERNAL ASSESSMENT TEAM

The internal assessment team will be comprised of: (i) USDOL Project Manager (ii) one ILO Evaluation Representative, and (iii) one In-Country Representative (where necessary and available).

The USDOL and ILO Evaluators are responsible for conducting the internal assessment according to the terms of reference (TOR). They shall:

- Review the TOR and provide input, as necessary.
- Review project background materials (e.g., project document, progress reports).
- Review the internal assessment questions and work with the donor to refine the questions, as necessary.
- Develop and implement an internal assessment methodology (i.e., conduct interviews, review documents) to answer the internal assessment questions.
- Conduct preparatory meeting with USDOL and ILO prior to the internal assessment mission.
- Prepare an initial draft of the internal assessment report with input from other team members, circulate it to USDOL and ILO, and prepare final report.
- Conduct briefing with USDOL, on findings, conclusions, and recommendations of the internal assessment.

The USDOL Project Manager is responsible for:

- Drafting the internal assessment TOR;
- Finalizing the TOR with input from the ILO;
- Providing project background materials;
- Participating in preparatory meeting prior to the internal assessment mission;
- Assist in the implementation of the internal assessment methodology, as appropriate (i.e., participate in interviews, review documents, observe committee meetings) and in such a way as to minimize bias in internal assessment findings.
- Reviewing and providing comments of the internal assessment report; and
- Approving the final draft of the internal assessment report.
- Participating in debriefing on findings, conclusions, and recommendations of the internal assessment.

The ILO HIV/AIDS Program Representative is responsible for:

- Reviewing the TOR and providing input, as necessary;
- Providing project background materials;
- Reviewing the internal assessment questions and working with the donor to refine the questions, as necessary;
- Participating in preparatory meeting prior to the internal assessment mission;
- Scheduling all meetings;
- Assisting in the implementation of the internal assessment methodology, as appropriate (i.e., participate in interviews, review documents, observe committee meetings) and in such a way as to minimize bias in internal assessment findings; and
- Reviewing and providing comments on the internal assessment report;
- Approve the final draft of the internal assessment report;
- Participate in debriefing on findings, conclusions, and recommendations of the internal assessment.

V. INTERNAL ASSESSMENT SCOPE

The internal assessment will:

1. Assess the validity of the project strategy and methodology to achieve the project's objectives.
2. Assess the project implementation (schedule, activities, materials) to date.
3. Assess the current management performance (ILO, NPC, and key counterparts).
4. Assess the project's sustainability plan.
5. Assess the effectiveness of the project performance monitoring plan.
6. Assess level of stakeholder commitment to project.

VI. INTERNAL ASSESSMENT METHODOLOGY

Document Review: The internal assessment team will review the following documents before conducting any interviews or trips to the region.

- Strategic Framework and PMP
- Project Work plan
- Project Plan of Action
- Baseline data
- Mapping exercise report
- TORs for Internal Assessment
- Quarterly reports
- Reports from events
- Training Materials from the events
- Trip Reports
- BCC strategies and programmes
- National Tripartite Policy
- Any other relevant documents

Pre-Trip Consultations: The internal assessment team will have pre-trip consultations with the USDOL/ICG project manager, the ICG Evaluation Coordinator and ILO project staff. The objective of the pre-trip consultation (telephone conference) is to reach a common understanding among the internal assessment team, and project implementers regarding the status of the project, the priority internal assessment questions, the available data sources and data collection instruments and an outline of the final internal assessment report. The following topics will be covered: status of evaluation logistics, project background, key evaluation questions and priorities, data sources and data collection methods, roles and responsibilities of internal assessment team, outline of the final report.

- **Observation:** If scheduling permits, the internal assessment team will attend and assess a training activity of the project.

Individual Interviews: Individual interviews will be conducted with the following:

- a. Project Staff in Washington
- b. Project Staff in ILO Geneva
- c. Project Staff in the region
- d. Randomly selected individuals from the following groups:
 - Project Advisory Board (PAB) Members

- Employers groups, unions, NGO's that have received training or otherwise worked with the project
- Labor Ministry staff who have worked with the project
- People Living With HIV/AIDS Network
- National AIDS Committee
- UNAIDS
- UNDP (if applicable)
- USAID (if applicable)
- US Embassy

Field Visit: Meetings will be scheduled, by the ILO project staff, in advance of the field visits and in accordance with the internal assessment team's requests and consistent with these terms of reference.

Debrief in the Field: The final day of the field visit, the internal assessment team will present preliminary findings, conclusions, and recommendations to the ILO project staff and subsequently invite Project Advisory Board (PAB) Members.

Post-Trip Meeting: Upon completion of the report, the USDOL evaluator will provide a debriefing to ILAB on the evaluation.

VII: DURATION AND MILESTONES OF THE INTERNAL ASSESSMENT

The following is a tentative schedule of tasks and the anticipated duration of each:

Tasks	Work Days	
Preparatory Research	3	Before trip
Field Research	5 in each country	
Travel days	3	
Draft Report	5	
Finalization of Document	3	
	19	

VIII: DELIVERABLES

A. Pre-Assessment Trip meeting with Internal Assessment Team to discuss roles, responsibilities, and TOR.

B. Interviews with USDOL Washington staff prior to field visit.

C. Draft Report that outlines general findings.

D. A Final Report, original plus 5 copies, will be submitted to USDOL and the ILO within three days after receiving final comments from USDOL and ILO. The final report should be sent electronically.

IX. REPORT

The assessment team will complete a draft of the entire report following the outlines below, and share electronically with the USDOL Project Manager and ICG Evaluation Officer and the ILO by -

---- 2005. The assessment team will produce a re-draft incorporating USDOL and ILO comments where appropriate, and provide a final version within three days of having received final comments from USDOL and ILO.

The final version of the report will follow the below format (page lengths by section illustrative only), and be no more than 20 pages in length, excluding the annex:

1. Title page (1)
2. Table of Contents (1)
3. Executive Summary (2)
4. Acronyms (1)
5. Background and Project Description (1-2)
6. Purpose of Evaluation (1)
7. Evaluation Methodology (1)
8. Project Status (1-2)
9. Findings, Conclusions, and Recommendations (no more than 10 pages)
This section's content should be organized around the TOR questions, and include the findings, conclusions and recommendations for each of the subject areas to be evaluated.

Annex 2

Interview Protocols

HIV/AIDS in the Workplace MID-TERM EVALUATION

Interview Protocol for Key Persons

1. Project Strategy and Methodology

- 1.1 What do you think the project is trying to do? What is its purpose?
- 1.2 The project strategy aims to achieve the objectives of reduced HIV/AIDS risk behaviors among targeted workers and reduced levels of employment related discrimination against people living with HIV/AIDS. To achieve these goals, the project has the following strategy:
 - develop the Behavior Change Communication (BCC) strategy to communicate with enterprises
 - work with focal points within the tripartite partners to increase the knowledge about the development of HIV/AIDS policies and programs.
 - Train trainers in the labor unions, enterprises and government to disseminate information about HIV/AIDS in the workplace.

Are each of these components appropriate for achieving the project objective? Why or why not?
- 1.3 Does the project strategy have any shortcomings? Are the sectors and enterprises chosen by the project appropriate?
- 1.4 The project aims to help both the formal and informal economy. How has the informal sector been reached by the project.? What can be done to improve access to information?
- 1.5 Are there any factors that either constrain or enhance achievement of the project's objectives?
- 1.6 Do you think that project activities in the target areas have caused any changes? For example, have you seen, among the target groups, an increase in awareness about HIV/AIDS, a change in behavior of workers and employers, or the development of HIV/AIDS policies in enterprises?
- 1.7 How would you assess the likelihood that the project will achieve its objectives? Why?
- 1.8 What do you see as your role in helping to achieve the project objective?

2. Project Implementation

- 2.1 Has the project changed since implementation began?
- 2.2 Is the project on schedule according to its work plan? Why or why not?
- 2.3 Has project implementation encountered any problems? If yes, what were the problems? Were they addressed in a timely and satisfactory manner?

Project Outputs

- 2.4 The project is expected to have five outputs:
 - (i) A national policy on HIV/AIDS in the workplace is to be adopted by a national tripartite conference on HIV/AIDS.
 - (ii) a communication and training package is to be developed to enable enterprises and other stakeholders be able to formulate policy and intervention programs

- (iii) Capacity established within key departments of MFPTRA and other government bodies to provide policy guidance, technical assistance, monitoring and training on HIV/AIDS prevention in the workplace.
- (iv) Capacity is established in employers organizations to implement HIV/AIDS policies and programs including discrimination against PLWHA.
- (v) Capacity is established for workers organizations to implement education programs for their members and support programs at the national and enterprise level.

What progress has been made toward achieving each output? Are some outputs harder to achieve than others? Why or why not?

Training

- 2.5 What kind of project training has been the most successful? Why?
- 2.6 What kind of project training has been the least successful? Why?
- 2.7 Have there been any problems with training (e.g., timing, venue, availability of materials, performance of trainers, attendance, etc.)?
- 2.8 How could the training provided by the project be improved?
- 2.9 Using a scale of 1 to 5 (1 means very poor quality and 5 means excellent quality), how would you rate the quality of the training provided by the project? Why?
- 2.10 Using a scale of 1 to 5 (1 means very poor quality and 5 means excellent quality), how would you rate the quality of the training materials developed by the project? Why?
- 2.11 One of the project's activities is to organize follow-up services after training and monitor progress. Has this activity been useful? What purpose has it served?

Participation of Partners/Stakeholders

- 2.12 How would you assess the level of partner/stakeholder satisfaction with and commitment to the project? Why?
- 2.13 What have been the biggest challenges of working in partnership?
- 2.14 What are the benefits of the partnership?
- 2.15 Have the partnerships experienced any problems? Please explain.
- 2.16 How could the project's partnerships be improved?

Target Group Participation

- 2.17 How would you assess the level of target group satisfaction and commitment to the project? Why?
- 2.18 What have been the biggest challenges of working with the target groups?
- 2.19 Have there been any problems with target group participation? Please explain.
- 2.20 Could target group participation be improved?

3. Project Management Performance

- 3.1 Please comment on project management performance to date. How well is it working? Have any adjustments been made or need to be made? Why?
- 3.2 How do you know if the project is performing well (what do you look at)?
- 3.3 Are there any management problems or issues that you are currently facing?
- 3.4 How would you characterize the quality of communications between project management and staff, between project partners/stakeholders and project staff, between project staff and the target groups, between ILO and FHI and between ILO and USDOL?
- 3.5 Is management efficient, that is, does management maximize the use of resources/inputs such as funds, expertise, time, etc., to achieve the expected results? Why or why not?
- 3.6 Is management effective, that is, is management achieving the project objectives? Why or why not?

- 3.7 Using a scale of 1 to 5 (1 means very poor and 5 means excellent), how would you assess project management performance to date for each of the management entities: ILO Project Director, ILO National Project Coordinator, FHI Director, USDOL Project Manager, Please give the reason for the rating for each entity.

Ratings:

- Excellent = Project management is performing its job with no problems and has exceeded expectations.
Very good = Project management is performing its job with minor or no problems.
Good = Despite some shortcomings, project management is doing its job with only moderate problems.
Poor = There have been notable deficiencies in project management that resulted in delays in project implementation and/or progress toward the achievement of project objectives.
Very poor = There have been major deficiencies in project management that resulted in significant delays in project implementation and/or progress toward the achievement of project objectives.

4. Project Monitoring and Evaluation

- 4.1 Does project management use the performance monitoring system for decision-making?
4.2 Is the performance monitoring system cost-effective?
4.3 Is the performance monitoring system easy to use?
4.4 Is the performance monitoring system adequate to meet the performance monitoring requirements? Why or why not?
4.5 Using a scale of 1 to 5 (1 means very poor and 5 means excellent), how would you assess overall project monitoring to date? Why?

5. Sustainability, Project Benefits, and Long-term Impact

- 5.1 Do you think that it is (a) likely, (b) unlikely, or (c) uncertain that the project's activities/benefits will continue beyond the date that the project ends? Why?
5.2 Is there a plan to carry on the project's activities (or maintain its benefits) when the project ends?
5.3 What do you see as the role of the project partners in carrying on project activities when the project ends? Are the project partners motivated to carry on? Why or why not?
5.4 To date, how has the project benefited the target groups and the project partners?
5.5 Do you think the benefits to the target groups will be maintained after the project ends?
5.6 Do you think the benefits to the project partners will be maintained after the project ends?
5.7 Do you think it will be possible to see the impact of the project a few years from now? Why or why not?
5.8 Do you think the project could be replicated in other regions? Why or why not?

6. Lessons Learned

- 6.1 What are the most significant positive lessons learned to date from the project?
6.2 What are the most significant negative lessons learned to date from the project?

7. Recommendations

- 7.1 What are your recommendations to improve the project?

HIV/AIDS in the Workplace MID-TERM EVALUATION

Interview Protocol for Trainees

1. Project Strategy and Methodology

- 1.1 What do you think the project is trying to do? What is its purpose?
- 1.2 Does the project strategy have any shortcomings? Are the sectors and enterprises chosen by the project appropriate?
- 1.3 The project aims to help both the formal and informal economy. How can the project reach beyond training workers like you?
- 1.4 Have you seen, among the target groups, an increase in awareness about HIV/AIDS, a change in behavior of workers and employers, or the development of HIV/AIDS policies in enterprises?
- 1.5 What do you see as your role in helping to achieve the project objective?

2. Project Implementation

Training

- 2.1 How were you chosen to participate in the trainings?
- 2.2 What do you think of the trainings?
- 2.3 What do your coworkers think of you receiving the trainings?
- 2.4 What will you do with the information you have received in the trainings?
- 2.5 What part of the project training has been the most helpful to you? Why?
- 2.6 What kind of project training has been the least helpful? Why?
- 2.7 Have there been any problems with training (e.g., timing, venue, availability of materials, performance of trainers, attendance, etc.)?
- 2.8 How could the training provided by the project be improved?
- 2.9 Using a scale of 1 to 5 (1 means very poor quality and 5 means excellent quality), how would you rate the quality of the training provided by the project? Why?
- 2.10 Using a scale of 1 to 5 (1 means very poor quality and 5 means excellent quality), how would you rate the quality of the training materials developed by the project? Why?
- 2.11 One of the project's activities is to organize follow-up services after training and monitor progress. Has this activity been useful? What purpose has it served?

3. Sustainability, Project Benefits, and Long-term Impact

- 3.1 Do you think that it is (a) likely, (b) unlikely, or (c) uncertain that the project's activities/benefits will continue beyond the date that the project ends? Why?
- 3.2 What do you see as your role after the conclusion of the trainings? Have the trainers given you any support for that role?
- 3.3 Do you think it will be possible to see the impact of the project a few years from now? Why or why not?
- 3.4 Do you think the project could be replicated in other companies? Why or why not?

4. Recommendations

- 4.1 What are your recommendations to improve the project?

HIV/AIDS in the Workplace MID-TERM EVALUATION

Interview Protocol for Participating Enterprises

1. Project Strategy and Methodology

- 1.1 What do you think the project is trying to do? What is its purpose?
- 1.3 The project strategy aims to achieve the objectives of reduced HIV/AIDS risk behaviors among targeted workers and reduced levels of employment related discrimination against people living with HIV/AIDS. To achieve these goals, the project has the following strategy:
- develop the Behavior Change Communication (BCC) strategy to communicate with enterprises
 - work with focal points within the tripartite partners to increase the knowledge about the development of HIV/AIDS policies and programs.
 - Train trainers in the labor unions, enterprises and government to disseminate information about HIV/AIDS in the workplace.
- Are each of these components appropriate for achieving the project objective? Why or why not?
- 1.3 Does the project strategy have any shortcomings? Are the sectors and enterprises chosen by the project appropriate?
- 1.4 The project aims to help both the formal and informal economy. How has the informal sector been reached by the project.? What can be done to improve access to information?
- 1.5 Are there any factors that either constrain or enhance achievement of the project's objectives?
- 1.6 Do you think that project activities in your enterprises have caused any changes? For example, have you seen, among your workers, an increase in awareness about HIV/AIDS, a change in behavior of workers and employers, or the development of HIV/AIDS policies in enterprises?
- 1.7 How would you assess the likelihood that the project will achieve its objectives? Why?
- 1.8 What do you see as your role in helping to achieve the project objective?

2. Project Implementation

- 2.1 Has the project changed since implementation began?
- 2.2 Is the project on schedule according to its work plan? Why or why not?
- 2.3 Has project implementation encountered any problems? If yes, what were the problems? Were they addressed in a timely and satisfactory manner?

Project Outputs

- 2.4 The project is expected to have five outputs:
- (i) A national policy on HIV/AIDS in the workplace is to be adopted by a national tripartite conference on HIV/AIDS.
 - (ii) a communication and training package is to be developed to enable enterprises and other stakeholders be able to formulate policy and intervention programs
 - (iii) Capacity established within key departments of MFPTRA and other government bodies to provide policy guidance, technical assistance, monitoring and training on HIV/AIDS prevention in the workplace.
 - (iv) Capacity is established in employers organizations to implement HIV/AIDS policies and programs including discrimination against PLWHA.

- (v) Capacity is established for workers organizations to implement education programs for their members and support programs at the national and enterprise level.

What progress has been made toward achieving each output? Are some outputs harder to achieve than others? Why or why not?

Training

- 2.5 What kind of project training has been the most successful? Why?
- 2.6 What kind of project training has been the least successful? Why?
- 2.7 Have there been any problems with training (e.g., timing, venue, availability of materials, performance of trainers, attendance, etc.)?
- 2.8 How could the training provided by the project be improved?
- 2.9 Using a scale of 1 to 5 (1 means very poor quality and 5 means excellent quality), how would you rate the quality of the training provided by the project? Why?
- 2.10 Using a scale of 1 to 5 (1 means very poor quality and 5 means excellent quality), how would you rate the quality of the training materials developed by the project? Why?
- 2.11 One of the project's activities is to organize follow-up services after training and monitor progress. Has this activity been useful? What purpose has it served? How have you adapted trainings for use in your enterprise?

Participation of Partners/Stakeholders

- 2.12 How would you assess the level of partner satisfaction with and commitment to the project? Why?
- 2.13 What have been the biggest challenges of working in partnership?
- 2.14 What are the benefits of the partnership?
- 2.15 Have the partnerships experienced any problems? Please explain.
- 2.16 How could the project's partnerships be improved?

Target Group Participation

- 2.17 How would you assess the level of satisfaction and commitment in your enterprise to the project? Why?
- 2.18 What have been the biggest challenges of working with the workers?
- 2.19 Have there been any problems with worker participation? Please explain.
- 2.20 Could worker participation be improved?

3. Project Management Performance

- 3.1 Please comment on project management performance to date. How well is it working? Have any adjustments been made or need to be made? Why?
- 3.2 How do you know if the project is performing well (what do you look at)?
- 3.3 Are there any management problems or issues that you are currently facing?
- 3.4 How would you characterize the quality of communications between project management and staff, between project partners/stakeholders and project staff, between project staff and the target groups, between ILO and FHI and between ILO and USDOL?
- 3.5 Is management efficient, that is, does management maximize the use of resources/inputs such as funds, expertise, time, etc., to achieve the expected results? Why or why not?
- 3.6 Is management effective, that is, is management achieving the project objectives? Why or why not?
- 3.7 Using a scale of 1 to 5 (1 means very poor and 5 means excellent), how would you assess project management performance to date for each of the management entities:

ILO Project Director, ILO National Project Coordinator, FHI Director, USDOL Project Manager, Please give the reason for the rating for each entity.

Ratings:

Excellent = Project management is performing its job with no problems and has exceeded expectations.

Very good = Project management is performing its job with minor or no problems.

Good = Despite some shortcomings, project management is doing its job with only moderate problems.

Poor = There have been notable deficiencies in project management that resulted in delays in project implementation and/or progress toward the achievement of project objectives.

Very poor = There have been major deficiencies in project management that resulted in significant delays in project implementation and/or progress toward the achievement of project objectives.

4. Sustainability, Project Benefits, and Long-term Impact

- 4.1 Do you think that it is (a) likely, (b) unlikely, or (c) uncertain that the project's activities/benefits will continue beyond the date that the project ends? Why?
- 4.2 Is there a plan to carry on the project's activities (or maintain its benefits) when the project ends?
- 4.3 What do you see as the role of the project partners in carrying on project activities when the project ends? Are the project partners motivated to carry on? Why or why not?
- 4.4 To date, how has the project benefited the target groups and the project partners?
- 4.5 Do you think the benefits to the target groups will be maintained after the project ends?
- 4.6 Do you think the benefits to the project partners will be maintained after the project ends?
- 4.7 Do you think it will be possible to see the impact of the project a few years from now? Why or why not?
- 4.8 Do you think the project could be replicated in other regions? Why or why not?

6. Lessons Learned

- 6.1 What are the most significant positive lessons learned to date from the project?
- 6.2 What are the most significant negative lessons learned to date from the project?

7. Recommendations

- 7.1 What are your recommendations to improve the project?

Annex 3

Projet de programme de déroulement de la mission d'évaluation du projet OIT/USDOL AU TOGO du 25 au 28 juillet 2005

JOUR 1 : Dimanche 24 juillet 2005

<u>HORAIRES</u>	ACTIVITES	LIEU
<u>18H10</u>	Accueil de la mission	Aéroport de Lomé

JOUR 2 : Lundi 25 juillet 2005

Horaires	Activités	Lieu
09h00 - 09h15	Visite du siège du projet	Direction Générale du Travail
09h15 – 09h30	Présentation du personnel	Siège du projet
09h30 – 10h00	Revue du programme de l'évaluation à mi -parcours	Siège du projet
10h00 – 11h00	Exposé sur la mise en œuvre du projet par le CNP	Siège du projet
11h00 – 12h30	Examen du matériel de base	Siège du projet
15h00 – 16h00	Examen des documents de processus et de résultats	Siège du projet
16h00 – 17h00	Entretien avec le président du CCP (M. AKOUETE Tékpoh)	Direction Générale du Travail

JOUR 3 : Mardi 26 juillet 2005

Horaires	Activités	Lieu
09h00 - 10h00	Entretien avec : Le représentant des Employeurs (M. AJAVON Hospice, Président de la Cellule Santé Sécurité Vih/Sida)	Conseil National du Patronat
10h00 – 11h10	Le représentant des Centrales Syndicales (M. TSIKPLONOU Ephrem, SG du Syndicat des Travailleurs CGCT)	Siège du C G C T
11h00 – 12h00	Le Chargé de la liaison avec le Ministère du Travail (M. AMOUSSOU Faustin, Inspecteur de Travail au DGTLS)	Direction Générale du Travail
15h00 – 15h30	Le point focal PNUD/SIDA (Dr ATTISSO Ben, Conseiller VIH/SIDA du Projet Fonds Mondial)	PNUD

JOUR 3 : Mardi 26 juillet 2005

Horaires	Activités	Lieu
15h30 – 16h00	Le représentant des PVVIH/SIDA (M.DOKLA	Espoir Vie – Togo

	Augustin, Conseiller Psycho social de EVT)	
16h00 – 17h00	CNLS/PNLS (M. KAMAGA Koubalekoba, Chargé Suivi-Evaluation au SP/CNLS)	Siège du CNLS
17h00 – 17h30	ONG (partenaire du projet) / (FOTOBE – M. MELOWOVO Yao, Coordonnateur de l'ONG)	Siège de l'ONG

JOUR 4 : Mercredi 27 juillet 2005

Horaires	Activités	Lieu
	Entretien avec :	
09h00 - 10h00	La Représentante de l' ONUSIDA (Dr CHAKKAR Yasmina, Coordonnatrice de l'ONUSIDA)	Bureau ONUSIDA
10h00 – 10h30	Représentant de l' Ambassade des Etats-Unis d'Amérique (DESSOU Jean Pierre,)	Ambassade des EU
11h00 – 12h30	Séance de travail avec le CNP	Siège du projet
15h00	Visite d'une entreprise partenaire (M. d'ALMEIDA Kudjo / M. GAFAH Djo - Directeurs des Ressources Humaines	CIMTOGO/IFG-Tg

JOUR 5 : Jeudi 28 juillet 2005

Horaires	Activités	Lieu
09h00	Réunion avec le CCP (tous les membres du CCP)	Salle de conférence de DGTLS
15h00	Réunion avec le CNP	Siège du projet
17h00	Entretien avec le CNP sur les conclusions de l'évaluation	Siège du projet
19h00	Départ de Lomé	

Annex 4

Last two Technical Progress Reports

U.S. Department of Labor
Bureau of International Labour Affairs/Office of Foreign Relations

TECHNICAL PROGRESS REPORT

PROJECT #: E-9-K-2-0072 TOG/03/50/USA	COUNTRY/PROJECT NAME: Togo- HIV/AIDS Workplace Education Programme	
FUNDING: US\$406,801	PROJECT DURATION: July 2003- July 2006	EVALUATION DATES: Mid-term: February 2005 Final:
DATE SUBMITTED: 30 September 2004	REPORTING PERIOD: 1 st March 2004- 31 st August 2004	CONTACT: Behrouz Shahandeh Programme Manager International HIV/AIDS Workplace Education Programme, ILO/AIDS, 4 route des Morillons, CH-1211 Geneva 22 Tel.: +41 22 799 6833 Esso Toi AKAYA National Project Coordinator (NPC) Lomé, Togo
PROJECT OBJECTIVES: Development Objective 1: Reduced HIV/AIDS Risk Behaviors Among Targeted Workers Development Objective 2: Reduced Level of Employment-related Discrimination Against Persons Living with HIV/AIDS Immediate Objective 1: Improved Knowledge and Attitudes Related to HIV/AIDS Risk Behaviors Immediate Objective 2: Increased Awareness and Use of Available HIV/AIDS Workplace Services Immediate Objective 3: Reduced Stigma Against Persons Living with HIV/AIDS Immediate Objective 4: Increased Knowledge of HIV/AIDS Workplace Policies (and guidelines) Sub-Immediate Objective 1: Increased Availability of Quality HIV/AIDS Workplace Services Sub-immediate Objective 3: Increased Levels of Workplace Collaboration and Commitment by Labor and Management Sub-immediate Objective 4: Increased Capacity of Workplace to Offer Comprehensive HIV/AIDS Policy and Programs on a Sustained Basis Sub-immediate Objective 5: Improved Coordination and Cooperation between Tripartite Constituents and Other Partners at National Level Sub-immediate Objective 6: Improved National Level Policy Framework Related to HIV/AIDS in the Workplace Sub-immediate Objective 7: Increased Capacity of Tripartite Constituents to Support Development of Workplace Policy and Program		

I. OVERALL PROGRESS

- **Project Assistant.** The project administrative assistant has been recruited and took up her duties as of April 12th.

- **NPC Training Workshop.** The National Project Coordinator (NPC) participated in the NPC Training workshop in Geneva. The workshop addressed several key issues in relation to project management and implementation. Among other things, the participants benefited from the experience of the ILO/USDOL project in India, met key resource persons in ILO/AIDS and other ILO departments, and familiarized themselves with the technical and administrative guidelines developed for the programme by the headquarters management team. The last three days of the workshop were devoted to the development of a generic performance monitoring plan (PMP) with the collaboration of Management System International (MSI).

- **The Project Advisory Board.** The Project Advisory Board (PAB) had its first meeting on March 25th and the project workplan was adopted. The PAB also adopted the project plan of action and the revisions of the national tripartite policy on HIV/AIDS and the world of work and the consensus statement. The PAB endorsed the project performance monitoring plan (PMP) on August 13th.

- **Project Launch.** The official project launch was held on April 26th. Six ministers, the Director of the ILO Sub-regional Office for West Africa and the US Ambassador attended the event which received national press coverage.

- **Sensitization workshops with tripartite constituents.**

Sensitization workshops were held for government officials, employers' and workers' organizations on July 7-8th, 14-15th and 21-22nd respectively. Findings of the mapping exercise have been presented to the participants. Participants have provided inputs to the project plan of action and agreed on target sectors. They also discussed and reviewed the national tripartite policy on HIV/AIDS and the world of work.

- **National tripartite conference.** A National Tripartite Conference was held on July 28th to endorse the project plan of action and adopt a revised national tripartite policy on HIV/AIDS and the world of work.. It has been agreed that a national consensus (short extract of the tripartite policy) signed by the Minister of Labour and the representatives of the workers' and employers' organizations will be widely disseminated.

- **Workshop for the development of project performance monitoring plan (PMP).** In partnership with MSI, a workshop for the development of country-specific PMPs was held in Lomé on August 9th to 13th for both the Benin and Togo projects. As a result of the workshop the project in Togo now has a strategic framework, a performance monitoring plan, a model of memorandum of cooperation, a country-sensitive worker's survey and workplace monitoring form.

The country-specific PMP for Togo is provided in Annex I (available only in French, generic PMP available in English).

- **Recruitment of enterprises.** The NPC is currently working actively to recruit enterprises to be part of the project. Annex II provides information on the profile of the enterprises targeted by the project.

- **Baseline workers' survey.** A consultant is in the process of being recruited to take on the baseline survey in six (6) enterprises in accordance with the performance monitoring plan (PMP). Three

hundred (300) workers will be interviewed in October using the Workers Survey questionnaire refined during the PMP workshop. Baseline data will be communicated to USDOL in the next Technical Progress Report or as soon as the data will be available upon request.

- Dissemination of the National Consensus. The National Consensus will be published three times a month for three months in the national newspapers. It has also been printed for distribution in workplaces.

- Campaign of red ribbons among the project partners. All key project partners have received a red ribbon to symbolize their involvement and commitment to fight HIV/AIDS in the workplace. A red ribbon has been given to the Ministre de la Fonction publique, du Travail et de l'Emploi, the president of the employers' organisation as well as to every secretary-general of major trade unions. Actors from the world of work are strongly encouraged to wear the red ribbon pins.

- Other activities related to the project. The NPC participated in:

- a meeting with CCM for the coordination of activities for the fight on HIV/AIDS with Partners in development from UNAIDS.
- a working sessions with UNAIDS for the integration of ILO/USDOL activities in the integrated plan of the United Nations.
- a training on leadership in the fight against HIV/AIDS. It was organised by UNDP – Togo.
- a televised debates on HIV/AIDS and the world of work in Togo on Friday 30 July 2004
- several radio broadcasts to discuss the following themes:
 - * ILO/USDOL Project –Togo : why a specific project on the world of work
 - * The 10 key principles of the 'ILO code of practice'
 - * The National Tripartite Consensus and its application in the work place.

II. MAJOR TRENDS

The project is smoothly integrating the question of HIV/AIDS into the traditional activities of the tripartite members. Excellent cooperation exists with the government, employers' and workers' organizations for the implementation of the project.

III. PROBLEMES, PROPOSED SOLUTIONS, ACTIONS TAKEN OR REQUIRED

Problem or delay in execution	Solutions proposed	Enterprise action or requirements
<i>None</i>		

IV. NEW PROPOSALS (staffing, activities, funding, etc.)

- 30 AIDS red ribbons in wood of 30 cm have been designed for the offices of the executives of those organizations having joined the project.
- Red ribbon pins have been distributed to all actors of the world of work
- Discussions and mobilization of the tripartite constituents to sensitize them on the benefits to make their voice heard on the CCM in order to get financial support from the Global Funds on HIV/AIDS to fund health centres in the work place.

V. LESSONS LEARNED

- Permanent contact must be maintained with the three tripartite constituents, other development partners and UNAIDS.
- Need to work in close collaboration with the Comité national de lutte contre le Sida (CNLS) to integrate issues in relation with HIV/AIDS and the workplace in the national plan.
- Need to establish partnerships with national organizations and agencies to provide services to workers.

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TOGO

TOG/03/50M/USA

<u>Budget Line</u>	<u>Budget Line Title</u>	<u>Total Project Allocation</u>	<u>Expenditure as at 31 August 2004</u>	<u>Commitment Balance</u>	<u>Project Balance</u>
BL 11	Experts	15'800	11'952	-	3'848
BL 13	Administrative Support	40'100	1'288	6'512	32'300
BL 15	Travel Costs	19'000	-	4'847	14'153
BL 16	Evaluation missions	-	-	-	-
BL 17	National Professional staff	86'000	-	28'924	57'076
BL 21	Sub-contracts	15'000	-	-	15'000
BL 32	Seminars	84'000	2'965	22'939	58'096
BL 41	Expendable Equipment	39'000	25'000	24'319	10'319
BL 51	Operation & maintenance	27'425	-	-	27'425
BL 53	Sundries	23'000	849	8'111	14'040
BL 68	Programme Support Costs 13%	45'412	-	-	45'412
BL 71	Cost Increase factor	12'064	-	-	12'064
-	-	406'801	42'054	95'652	269'095

Annexes of the Technical Report have been removed to avoid duplication and make the Internal Assessment is as concise as possible.

U.S. Department of Labor
Bureau of International Labour Affairs/Office of Foreign Relations

TECHNICAL PROGRESS REPORT

PROJECT #: E-9-K-2-0072 TOG/03/50/USA	COUNTRY/PROJECT NAME: Togo- HIV/AIDS Workplace Education Programme	
FUNDING: US\$406,801	PROJECT DURATION: July 2003- July 2006	EVALUATION DATES: Mid-term: May 2005 Final: To be determined
DATE SUBMITTED: 31 March 2005	REPORTING PERIOD: 1 September 2004 – 28 February 2005	CONTACT: Behrouz Shahandeh Programme Manager International HIV/AIDS Workplace Education Programme, ILO/AIDS, 4 route des Morillons, CH-1211 Geneva 22 Tel.: +41 22 799 6833 Esso Toi AKAYA National Project Coordinator (NPC) Lomé, Togo
PROJECT OBJECTIVES: <p style="margin-left: 40px;">Development Objective 1: Reduced HIV/AIDS Risk Behaviours Among Targeted Workers</p> <p>Development Objective 2: Reduced Level of Employment-related Discrimination Against Persons Living with HIV/AIDS</p> <p>Immediate Objective 1: Improved Knowledge and Attitudes Related to HIV/AIDS Risk Behaviours</p> <p>Immediate Objective 2: Increased Awareness and Use of Available HIV/AIDS Workplace Services</p> <p>Immediate Objective 3: Reduced Stigma Against Persons Living with HIV/AIDS</p> <p>Immediate Objective 4: Increased Knowledge of HIV/AIDS Workplace Policies (and guidelines)</p> <p style="margin-left: 40px;">Sub-Immediate Objective 1: Increased Availability of Quality HIV/AIDS Workplace Services</p> <p>Sub-immediate Objective 3: Increased Levels of Workplace Collaboration and Commitment by Labor and Management</p> <p>Sub-immediate Objective 4: Increased Capacity of Workplace to Offer Comprehensive HIV/AIDS Policy and Programs on a Sustained Basis</p> <p>Sub-immediate Objective 5: Improved Coordination and Cooperation between Tripartite Constituents and Other Partners at National Level</p> <p>Sub-immediate Objective 6: Improved National Level Policy Framework Related to HIV/AIDS in the Workplace</p> <p>Sub-immediate Objective 7: Increased Capacity of Tripartite Constituents to Support Development of Workplace Policy and Program</p>		

I. OVERALL PROGRESS

1. Dissemination of the National Consensus Statement on HIV/AIDS and the world of work

All ministries, UN agency, workers' and employers organizations have received a framed version of the consensus statement. Posters have been disseminated in workplaces.

2. Signature of Memoranda of Cooperation with the target enterprises

So far, eight workplaces have signed Memoranda of Cooperation with the project.

3. Baseline data for Performance Monitoring Plan

All baseline data have been collected. 350 workers from the target workplaces have been interviewed and the results have been compiled.

4. PAB Meeting on October 28, 2004

The main point on the agenda was to assess progress against project workplan and make necessary adjustments.

5. Training on the use of the ILO/FHI BCC Tool-kit

A workshop for the development of a behaviour change communication (BCC) strategy for the *Société béninoise d'énergie électrique*, was held in Possotomé (Benin) from 15 to 19 November 2004. The 5-day workshop was organized by the ILO in collaboration with Family Health International (FHI). The objective of the workshop was to develop a BCC strategy and programme with workers and managers from the selected enterprise by using booklet 3 of the ILO/FHI BCC tool-kit. By participating to the workshop NGOs representatives and BCC consultants from Benin and Togo learn how to use the ILO/FHI BCC tool-kit and will be able to replicate a similar workshop with the other sectors targeted by the project.

6. World AIDS Day

The ILO/USDOL project has been part of the national celebrations coordinated by the National AIDS Coordinating Agency (Comité national de lutte contre le SIDA-CNLS). The project organized a sensitization activity in relation to the theme of the year 'Women, girls, HIV and AIDS'. The project worked with an organization working with women and girls in the production of hair locks. The activity was co-financed by the project and the organization.

7. Training of focal-points of the tripartite constituents

During an eight-day training workshop, 21 focal-points have received in-depth training on the development of effective HIV/AIDS workplace policy and programmes:

- Ministry of Labour: 5 representatives
- Employers' organizations: 2 representatives
- Workers' organizations: 6 representatives
- Other Government institutions (CNSS + SNMT) : 4 representatives
- NGOs and other organization including the Chambre des Métiers : 3.

7. Creation of a “country profile” page on the ILO website

A « country profile » page is being created on the ILO website for Togo like all the other countries participating in the USDOL project. The main source of information is the mapping exercise report which analyzes the response to HIV/AIDS in the world of work in Togo. This web page will allow people interested in the topic to have access to a wide range of information about the response in Benin. The web page will provide also access to practical tools for the development of workplace policy and programmes in Togo as well as information about the project.

8. PAB meeting scheduled in February has been postponed due to the political situation.

IV. MAJOR TRENDS

The project implementation is going smoothly and all stakeholders have shown great commitment. However, the unstable political situation following the death of the President may slow down project implementation.

V. PROBLEMES, PROPOSED SOLUTIONS, ACTIONS TAKEN OR REQUIRED

Problem or delay in execution	Solutions proposed	Enterprise action or requirements
The tripartite constituents do not have a sufficient knowledge of the ILO Code and its key principles.	Training activities to strengthen the capacity of the tripartite constituents to develop effective HIV/AIDS workplace policies and programmes should focus on the ILO Code and its key principles.	Project training activities are organized for the tripartite constituents. In parallel, the coordinator participated in several activities of sensitization such as radio shows.

V. NEW PROPOSALS (staffing, activities, funding, etc.)

- Development and dissemination of leaflets about the project and national consensus statement on HIV/AIDS and the world of work.
- Wide dissemination of the ILO Code of Practice on HIV/AIDS and the world of work.
- Search form complementary funding. Discussions with the Comité National de lutte contra le SIDA.
- Participation of the NPC in several meetings to represent the project and to ensure coordination at the national level: Country Coordination Mechanism, UN Theme Group on HIV/AIDS, UNAIDS, retreat of the representatives of the UN system, Caisse Nationale d'assurance sociale, Stakeholders of the export processing zone.
- Every Wednesday, the NPC presents a radio show on the ILO Code of Practice.

V. LESSONS LEARNED

- Efforts for sensitization are still needed, the coordinator is required to participate in different seminars organized in the world of work to put forward the ILO Code of Practice.
- It is important to keep regular contact with the focal-points from the enterprises and the tripartite constituents.

VI. EXPENDITURES VS. BUDGET

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BL 13	Administrative Support	40'100	5'688	3'642	30'770
BL 15	Travel Costs	19'000	4'322		14'678
BL 16	Evaluation missions				-
BL 17	National Professional staff	86'000	40'237	9'377	36'386
BL 21	Sub-contracts	15'000			15'000
BL 32	Seminars	84'000	21'892	15'352	46'756
BL 41	Expendable Equipment	39'000	49'532		- 10'532
BL 51	Operation & maintenance	27'425		3'889	23'536
BL 53	Sundries	23'000	7'354	6'164	9'482
BL 68	Programme Support Costs 13%	45'412	16'473		28'939
BL 71	Cost Increase factor	12'064			12'064
		406'801	157'450	38'424	210'927

Annexes of the Technical Report have been removed to avoid duplication and make the Internal Assessment is as concise as possible.

Annex 5

National Tripartite Statement on HIV/AIDS and the world of work

DECLARATION DE CONSENSUS NATIONAL TRIPARTITE CONCERNANT LE VIH/SIDA SUR LE LIEU DE TRAVAIL

Nous, acteurs du monde du travail du Togo,
Réunis en conférence nationale tripartite ce 28 juillet 2004 à Lomé,

- Après analyse de la situation du VIH/SIDA et de ses conséquences sur le monde du travail,
- Conscients des effets néfastes du VIH/SIDA sur les travailleurs, les entreprises et l'économie nationale,
- Ayant réalisé que le SIDA atteint essentiellement les travailleurs de 15 à 49 ans,

Adhérons sans réserve aux principes énoncés par le Recueil de directives pratiques du BIT sur le VIH/SIDA et le monde du travail,

Prenons solennellement l'engagement de lutter contre le VIH/SIDA sur le lieu de travail par la protection et la promotion des principes fondamentaux suivants :

1. Reconnaissance du VIH/SIDA en tant que question liée au lieu de travail

Le VIH/SIDA doit être abordé comme toute autre maladie grave sur le lieu de travail.

2. Non-discrimination liée au statut VIH/SIDA

L'Entreprise s'engage à ne pratiquer à l'égard des travailleurs aucune discrimination fondée sur leur séropositivité réelle ou supposée vis-à-vis du VIH/SIDA.

3. Egalité entre hommes et femmes

Une plus grande égalité dans la relation homme/femme et l'amélioration des conditions des femmes sont essentielles pour prévenir la propagation de l'infection par le VIH.

- 4. Milieu de travail sain**
Pour prévenir la transmission du VIH/SIDA, il faut que le milieu de travail soit sain et sûr pour l'employeur et le travailleur.
- 5. Dialogue social**
La coopération et la confiance entre l'employeur et le travailleur sont nécessaires pour la mise en œuvre des programmes VIH/SIDA sur le lieu de travail.
- 6. Non dépistage en vue de l'exclusion de l'emploi et du travail**
Le dépistage du VIH/SIDA ne doit pas être exigé des demandeurs d'emploi ou lors des visites médicales des travailleurs occupant un emploi.
- 7. Confidentialité**
Rien ne justifie d'exiger des demandeurs d'emploi ou des travailleurs des informations personnelles liées au VIH.
- 8. Maintien de la relation d'emploi**
L'infection par le VIH ne doit pas être un motif de licenciement.
- 9. Prévention**
Des actions de prévention et de lutte contre le VIH/SIDA doivent être menées sur le lieu de travail.
- 10. Prise en charge et soutien**
La solidarité, la prise en charge et le soutien sont les maîtres mots de la réponse d'une entreprise aux problèmes du VIH/SIDA.
- 11. Dépistage volontaire anonyme**
Encourager, par des conseils, le dépistage volontaire anonyme pour une meilleure prise en charge précoce et efficace.

Décidons dans le cadre de la protection et de la promotion desdits principes, de mettre en place dans les entreprises des politiques et des programmes :

- de prévention du VIH/SIDA par l'éducation et l'appui pratique au changement de comportement,
- de lutte contre la stigmatisation et la discrimination du travailleur vivant avec le VIH/SIDA sur le lieu de travail,

- de soins et soutien au travailleur vivant avec le VIH/SIDA y compris conseil et test volontaire ainsi que les traitements des infections opportunistes et l'accès aux ARV (Anti Rétroviraux).

Fait à Lomé le 28 juillet 2004

Pour le Conseil National du Patronat
M. Ayi Kanligan Hospice AJAVON

Pour les Organisations Syndicales des Travailleurs
Ephrem Mokli TSIKPLONOU

Pour le Gouvernement
Le Ministre de la Fonction Publique, du Travail et de l'Emploi
Rodolphe Kossivi OSSEYI

Annex 6

List of partner enterprises

Sectors	Entreprises	Location	Number of workers
Mines	1. IFG-HAHOTOE *	Hahotoe	911
	2. IFG- KPEME *	Kpeme	1135
	3. CIMTOGO *	Lomé	564
Hostellerie	1. HOTEL MERCURE SAKAKAWA *	Lomé	119
	2. CORINTHIA HOTEL 2 FEVRIER *	Lomé	320
	3. HOTEL IBIS LE BENIN *	Lomé	92
	4. ROC HOTEL	Atakpamé	72
Brewery	1. BRASSERIE BB *	Lomé	360
Informal Sector	Association of operators (including 50 garages)	Lomé	770
Total:			4343