



HIV/AIDS Handbook

for South African tourism and hospitality companies



DEPARTMENT OF
HEALTH





foreword and acknowledgements

In 2002/3, we conducted a national research project which investigated the impact of HIV/AIDS on the hospitality sector. This research project consisted of two parts:

- A Knowledge, Attitudes & Practices (KAP) Survey, conducted amongst 4 500 employees
- An assessment of the impact of HIV/AIDS on 450 businesses

The research results clearly pointed to the hospitality sector's critical need for practical tools and guidance on developing and actioning an HIV/AIDS strategy for **controlling and reducing the impact of HIV/AIDS on their companies**. This HIV/AIDS handbook serves this exact function.

Even though this handbook has been designed for the hospitality and tourism sector, it could be used by companies involved in conservation and leisure. What's more, this handbook can be used for companies of all sizes right from the very small through to the super large. The reason being, HIV/AIDS affects us all.

This HIV/AIDS handbook would not have happened without the following organisations:

- The Federated Hospitality Association of South Africa (FEDHASA),
- The Tourism, Hospitality and Sport Sector Education and Training Authority (THETA) and
- The Department of Environmental Affairs and Tourism (DEAT).
- The Department of Health's generous funding of the research.

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1 about this handbook

1.1 What is a handbook?

A handbook is an easy-to-use guide that gives you valuable information and tools to use for a specific business purpose.

This handbook offers you information and tools that will help you manage and handle HIV/AIDS issues that affect your company, as well as your employees, guests and your community.

1.2 Who should use this handbook?

Whether you employ just a couple of people or you're involved in a super-large company, this handbook will help you with your HIV/AIDS strategy.

It may be read by all your employees. However, to get the maximum benefit from it, we recommend that you appoint an HIV/AIDS manager or task team who can take responsibility for actioning any of the tools described.



Tip: For ease of use, make a print-out of the CD, preferably using a colour printer.

1.3 Why a handbook for the hospitality and tourism sector?

Like other business sectors, the HIV/AIDS epidemic has and will continue to affect South Africa's hospitality and tourism sector. However, because hospitality and tourism plays such an important role in our country's economy (especially in terms of job creation), all companies in the sector should be taking HIV/AIDS management very seriously. After all, you need to reduce and control its impact on your business, and on the sector as a whole.

From research conducted in the hospitality sector, we know that:

- Overall, due to low levels of HIV/AIDS knowledge, there has been little change in people's attitudes towards HIV/AIDS as well as their sexual practices and behaviour.
- 75% of the employers in the hospitality sector do not have a person responsible for managing HIV/AIDS in the workplace.
- 93% of businesses in the sector do not have a company HIV/AIDS policy.
- 92% of employers in the sector have not provided any HIV/AIDS related training for their employees.
- 91% of employers do not provide condoms for employees.
- 99% of employers do not provide any form of care service for HIV positive employees.
- Yet, 64% of the sector's employers believe that HIV/AIDS will impact negatively on their business operations.



2 the HIV / AIDS epidemic – some background facts¹

2.1 What is HIV?

HIV stands for **H**uman **I**mmunodeficiency **V**irus. When the HI Virus enters the body, it attacks and slowly destroys the immune system (i.e. the body's defence system against infections and diseases).

As a result, a person who has the HI Virus will find it harder and harder to resist and fight infections and diseases which lead to serious illnesses, and often death.

What's important to remember is that it may take ten years, or even longer, for the HI Virus to totally destroy the immune system. That's why a person who is infected may look and feel well for a long time before they have any symptoms of HIV or become seriously ill. Also remember that a person with HIV does not necessarily have AIDS.

2.2 What is AIDS?

AIDS, which stands for **A**cquired **I**mmune **D**eficiency **S**yndrome, is the final stage of HIV. It's not a single disease but rather a combination of different illnesses caused by the immune system's total breakdown and inability to protect the body against opportunistic infections e.g. oral thrush, Tuberculosis (TB), etc.

2.3 How does HIV progress to AIDS?

HIV progresses to AIDS in 5 stages.

- 1 Stage 1: Initial Infection**
This is usually a symptom-free stage when the HI Virus first enters the blood stream.
- 2 Stage 2: Window Period**
This refers to a symptom-free 12-week period before even a sophisticated laboratory test will show that a person is HIV positive. That's because the immune system has not yet reacted to the HI Virus and not started producing HIV fighting anti-bodies.
- 3 Stage 3: Asymptomatic HIV Infection**
This is still a symptom-free stage, however the results of an HIV test will show that a person is definitely HIV positive.
- 4 Stage 4: Symptomatic Infection**
This is the stage when an HIV positive person will have symptoms and periods of illness.
- 5 Stage 5: AIDS**
This is the stage when an HIV positive person becomes very ill due to opportunistic infections.

Please note: People living with AIDS may have periods when they are well and can function normally. This is why, in this handbook, you'll see the term "HIV well". You'll also see the term "AIDS sick". This refers to people who cannot function due to the severity of their illness.

¹ Courtesy of Fedics





2.4 How can you get HIV?

There are **only** three ways in which HIV is passed from one person to another. These are:

1. By having unprotected penetrative sex (anal and vaginal) i.e. not using a condom with a person who is HIV positive. Please note, oral sex is considered a high risk practice.
2. By getting HIV infected blood into your blood stream. This can happen by using unsterilised needles, razor blades, dental equipment etc. It can also happen through a blood transfusion, however in South Africa all blood is tested for HIV before it is used.
3. From an HIV positive mother to her baby before and during birth and when breastfeeding.

2.5 You **cannot** get HIV from...

- Kissing
- Sharing eating utensils
- Eating food prepared by an HIV positive person
- Eating food served by an HIV positive person
- Sharing bathrooms or toilets
- Sneezing
- Hugging
- Social contact
- Condoms
- Contact sport
- Mosquitoes or other insects/animals
- Swimming pools





3 the impact of HIV / AIDS on all businesses

3.1 Does HIV/AIDS really have a negative impact on your business?

HIV/AIDS impacts on all businesses both directly and indirectly, resulting in **increased costs and reduced productivity**.

3.1.1 Why increased costs?

Reasons for increased business costs include:

- **Recruitment and training:** The more skilled and unskilled employees you lose due to HIV/AIDS, the more time and money you need to spend on recruiting and training new staff.
- **Higher pension fund and insurance premiums:** The more employees you lose due to HIV/AIDS, the more likely your premiums will increase.
- **Administration:** As more of your employees become affected by or infected with HIV, the greater your administrative work. In some companies, a full-time person/team may be needed to handle the extra administrative work.
- **Medical care:** As more of your employees become infected by HIV, your medical aid premiums will increase. If your company offers ill employees other kinds of healthcare support, your expenses in this regard will also climb.

3.1.2 Why reduced productivity?

Reasons for reduced productivity include:

- Employees who are ill due to HIV/AIDS will need more sick leave and/or work less efficiently.
- Training new employees to fill your skills gap, caused by employees lost or absent due to HIV/AIDS, is unavoidably time consuming and slows down productivity.
- Employees worrying about family or friends who are affected by or infected with HIV/AIDS will not be 100% focussed on their work.
- Employees having lost family and friends due to HIV/AIDS will require more compassionate/ funeral leave.
- High staff turnover and the frequent loss of co-workers decreases staff moral and motivation.

3.1.3 HIV/AIDS and your target market

Like many other business sectors, HIV/AIDS is shrinking the size of the tourism and hospitality market. Besides potential guests dying or being too ill to travel or go to restaurants etc, many households affected by HIV/AIDS are spending more on medical and health services and insurance. As a result, many households have less to spend on holidays and leisure activities and other luxuries.

What does HIV/AIDS affected mean?

If an HIV negative employee has a family member, friend or co-worker who has HIV/AIDS, the life of that employee will be affected. He/she would naturally be worried, upset or depressed, and will possibly need to change his/her future plans.





4 *specific concerns for the hospitality and tourism sector*

Besides increased costs, decreased productivity and a shrinking market, there are many other issues that make HIV/AIDS a particular concern. These are:

- The risk of foreign tourists being so worried about South Africa's high HIV/AIDS statistics that they decide not to visit our country.
- Holiday-makers often engage in more risky behaviour than when they are at home – this may include sexual promiscuity and/or increased alcohol/drug use and abuse.
- Sex tourism is often seen as a factor that contributes to the spread of HIV/AIDS.
- International studies show that there are high levels of sexual activity between tourism/hospitality employees and tourists – without practicing safe and protected sex, your staff and guests risk HIV infection.
- Hospitality employees often encounter body fluids which may be HIV infected in guest rooms.
- Tourism/hospitality employees may need to answer guests concerns about HIV/AIDS.
- Your employees need to know how to deal safely with injured guests and co-workers.
- More specifically your employees need to understand how the HI Virus is and is not spread. Remember, you can't get HIV by sharing cutlery/crockery and toilets with an HIV positive person, or if your food is prepared by a person who is HIV positive. But you could get infected if you have unprotected sex.





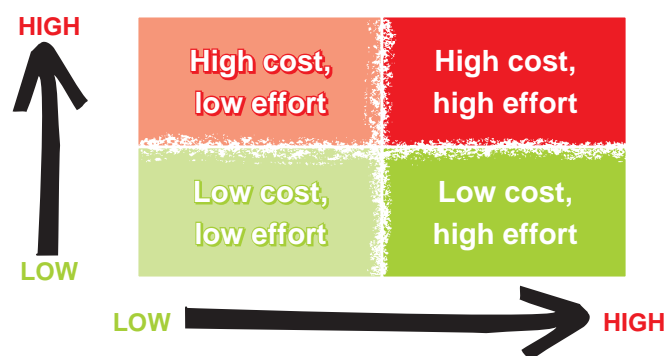
5 the tools

5.1 How should the tools be used?

This handbook gives you tools for the following:

- 1 Managing your overall HIV/AIDS strategy
- 2 Preventing the spread of HIV/AIDS
- 3 Treatment, caring and supporting people affected by HIV/AIDS
- 4 Monitoring and evaluating your HIV/AIDS programmes
- 5 Communicating HIV/AIDS issues to your guests
- 6 HIV/AIDS community outreach programmes

As you will see there are a number of tools you can use. To help you choose what will work best for your company, we have colour-coded the tools in terms of the relative cost and effort involved, as per the grid below:



Please remember: Just because a tool is “low cost and low effort” does not mean it is not effective. To check the colour-coding of each tool, please refer to the strategy table on page 10.

5.2 What is covered in each tool?

Besides colour-coding each tool we have included:

- A description of the tool and its purpose
- Any issues which require special attention
- Where necessary, a contact guide i.e. information on who you can contact for help, over and above the resource list at the end of this handbook



Tips:

- Even if you decide only to implement one or some of the tools, whatever you do will make a difference to your company and your employees.
- Please remember that your first priority should be to ensure that your employees who are currently HIV negative remain negative. After all, it is easier, and less expensive to prevent employees from getting HIV, than it is to manage the consequences of having HIV positive employees.
- If you find any of the tools too complicated or too time-consuming, rather bring in an expert than do nothing at all.



6 managing your overall HIV/AIDS strategy

Managing your overall HIV/AIDS strategy is about planning and putting systems in place. More specifically it involves the following:

- Writing your strategy
- Obtaining leadership/management buy-in
- Appointing an HIV/AIDS manager and organising a task team
- Knowing about HIV/AIDS and the law
- Developing an HIV/AIDS workplace policy

To get started, use the tools in this section, all of which are “low cost and low effort”.

6.1 Tool 1: Writing your overall HIV/AIDS strategy

Low cost, low effort

6.1.1 Why this tool?

Irrespective of your company's size, it's very important that you put your strategy in writing. That's because a written strategy will crystallise your thoughts, give you direction and clarify what you want to achieve. What's more, when it comes to getting leadership/management buy-in, you'll need a written strategy to prove how serious you are about reducing the impact of HIV/AIDS on your company.

Remember, your strategy is **not** cast in stone. You can always revise and change it.

6.1.2 How to write your HIV/AIDS strategy

To save time and energy, read through each of the tools in the relevant sections and then come back to the table on page 10 and simply do the following:

- Step 1** Tick those tools which you want to include in your HIV/AIDS strategy
- Step 2** Select a person/people who will take responsibility and be accountable for each action
- Step 3** Clearly define each action
- Step 4** Decide on a budget
- Step 5** Set a realistic and suitable time plan
- Step 6** Do it!
- Step 7** Monitor and evaluate your strategy for overall effectiveness on an ongoing basis

Remember, you **don't** have to write a detailed strategy, or go to great effort to reinvent the wheel. The strategy table on page 10 may well be good enough. If, however, you believe you need a more detailed strategy, use the table as a guide. Also remember that you shouldn't worry if you find that only one or two of the tools are appropriate for your business. After all, your strategy does **not** have to be complex or difficult to implement.



HIV/AIDS strategy table

Strategy	Implement? (tick if yes)	Specific Actions	Responsible person	Timeframe	Budget
Tools for the overall management of HIV/AIDS in your business					
Writing your HIV/AIDS strategy					
Ensuring leadership / management buy-in					
Appointing an HIV/AIDS manager and organising a task team					
Ensuring compliance with the law					
Developing and implementing an HIV/AIDS workplace policy					
HIV/AIDS prevention tools					
Communicating your HIV/AIDS policy					
Distributing condoms to employees					
Distributing condoms to guests/ clients					
Dealing with body fluids programme					
Employee / guest communication training					
General hygiene and specific HIV/AIDS training					
Protective clothing for employees					
Safe first aid					
HIV/AIDS education and training					
First aid training					
Peer education					
Voluntary counselling and testing (VCT)					
STD treatment services					
HIV/AIDS treatment, care and support tools					
Public health service guidance					
Incapacity management					
Review of medical aid benefits					
Counselling					
Lifestyle and nutrition counselling					
Provision of balanced, nutritious meals					
Multivitamin supplements					
Post exposure prophylactics					
Private health care service					
Opportunistic infection treatment					
Anti-retroviral therapy					
Mother-to-child prevention					
Terminal care					
Monitoring and evaluation tools					
Organisational needs assessment					
Monitoring sick/compassionate leave					
Key performance indicators					
Organisational impact assessment					
Prevalence survey					
KAP survey					
Impact on strategic markets/ customers					
Impact on suppliers/ partners					
HIV/AIDS and your guests and community					
HIV/AIDS information for your guests					
Condom provision for guests/ patrons					
Helping others in the tourism/ hospitality sector					
Extension of your strategies to your surrounding community					



6.2 Tool 2: Obtaining management/leadership buy-in

Low cost, low effort

6.2.1 Why this tool?

Research shows that HIV/AIDS workplace programmes are only successful if they are driven and supported by the leaders of the business i.e. the people who have the most influence.

If you're involved in a medium to super-large company, this tool will help you get the buy-in and support of your company's CEO, directors, managers etc as well as the buy-in of union officials and shop stewards.

If however you are the CEO or senior manager of a small company, you may have already obtained buy-in from your senior colleagues or partners, or the HIV/AIDS strategy decision may be yours alone. In this case, this tool is less relevant to you.

6.2.2 How to get management/leadership buy-in

To obtain buy-in from your company's management/leadership, use the following approach when presenting your HIV/AIDS strategy.

- Step 1 Make them aware of your concerns about HIV/AIDS affecting the company
- Step 2 Tell them about your plan of action and solutions i.e. what you propose doing
- Step 3 Ask for their opinions and suggestions
- Step 4 Get their consensus i.e. their agreement



Useful tip: Remember, it's often easier to get buy-in from one person than from a group of people therefore try speak to the various people concerned on a one-to-one-basis.

6.2.3 Overcoming management/leadership blocks

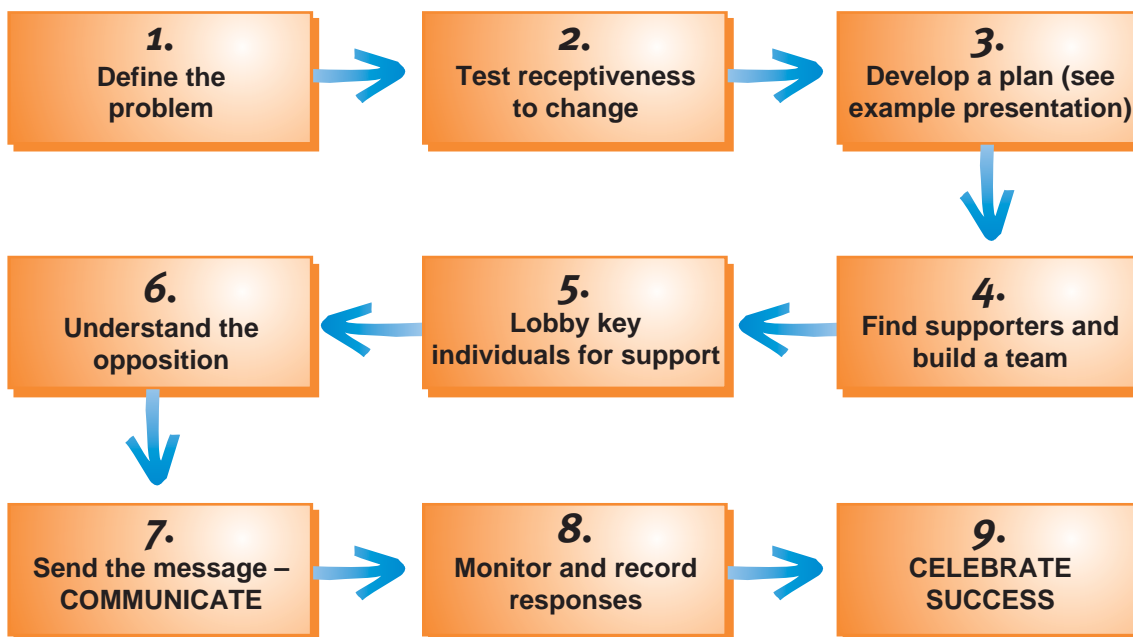
When presenting your strategy, don't get put off if people block you with any of the following negative responses:

- They deny the fact that HIV/AIDS is a business threat by saying things like "We don't have a problem".
- They hear what you're saying but are apathetic or don't want to take any action and so will say things like "The problem is too big for us, so leave it alone" or "Let someone else deal with it, not us".
- They block you with a prejudiced attitude towards people living with HIV/AIDS by saying things like, "It's not our fault they have HIV".
- They use the excuse of time pressures by saying things like, "We're far too busy to worry about HIV/AIDS issues".
- They use the excuse of not having budget, people and other resources needed to implement HIV/AIDS related activities by saying things like "We don't have any money or the people to implement anything in the workplace".
- They use the excuse of not having sufficient information by saying things like "We don't know where to go to get support, so let's forget about it", etc.

These kind of blocks are the main reason why workplace HIV/AIDS strategies get delayed or fail.



To help you overcome one or more of these blocks, we recommend you use the following action steps:



Action steps for overcoming management/leadership blocks

1. Make sure you clearly understand the block – define the problem.
2. Try to test the environment to assess management's receptiveness to change – do this possibly by asking around to find out about management's overall attitude. Perhaps consult with a manager who you know well and confide in him/her to gather his/her perception on management's overall receptiveness to change.
3. You can now develop a plan to overcome management's block i.e. the best approach to convincing them to buy-in to your HIV/AIDS strategy. Your plan may include a presentation to management and key employees – you may want to use the example on page 13 – 14 as a guide. To be convincing and drive the reality home, use statistics to support your case. For the latest HIV/AIDS statistics, refer to the resource lists on page 54 – 57 of this handbook.
4. If necessary, find supporters and build a team of employee representatives who will back you.
5. In addition, you may need to lobby support from key individuals i.e. labour or union representatives, key employees, etc.
6. If there are people opposed to your proposed plan, find out what makes them “tick” so that you are best equipped to deal with their negative comments.
7. At this point you can implement your plan – send your message. Remember that actions speak louder than words and try not to be over ambitious – start where you have some chance of success.
8. Don't forget to monitor and record responses to your actions.
9. If you still receive a negative response, don't despair go back to step one of the process.
10. When you do get management's buy-in, celebrate your success!



sample presentation

1

HIV/AIDS epidemic and the hospitality sector

2

Discussion topics

- South Africa's HIV/AIDS statistics at a glance
- The impact of HIV/AIDS on organisations
- HIV/AIDS & the hospitality sector

3

HIV in SA- Indicators

- Approximately **11,8%** or 4,8 million South Africans of all ages are living with HIV or AIDS
 - 17,7% of adult women
 - 12,8% of adult men
- SA companies are experiencing profit cuts of between **6% to 8%** owing to HIV/AIDS related costs
- SA's investment risk profile has increased – investors seek premium rates
- Due to HIV/AIDS SA's economy will grow 0,3% to 0,4% less annually between 2000 and 2015

4

HIV prevalence rate in SA (all ages), by province (2001)

Source: HSRC Nelson Mandela Study

Province	Prevalence Rate
Eastern Cape	6.6%
Northern Cape	8.4%
Limpopo	9.8%
North West	10.3%
Western Cape	10.7%
KwaZulu-Natal	11.7%
Mpumalanga	14.1%
Gauteng	14.7%
Free State	14.9%

5

HIV prevalence rate in SA, by age group (2001)

Source: HSRC Nelson Mandela Study

Age Group	Prevalence Rate
50+ yrs	7%
50-54 yrs	7%
45-49 yrs	12%
40-44 yrs	16%
35-39 yrs	16%
30-34 yrs	24%
25-29 yrs	28%
20-24 yrs	13%
15-19 yrs	6%
2-14 yrs	6%

6

HIV prevalence by locality type (15 to 40 years)

Locality Type	Prevalence Rate
Total	15.6%
Urban Informal	28.4%
Urban Formal	15.8%
Farms	11.3%
Tribal Areas	12.4%

7

Number of AIDS Deaths in SA

- **±400 000 deaths in 2002**
- **est 600 000 deaths in 2005**
- **est 900 000 deaths in 2010**

8

The impact of HIV/AIDS on an Organisation

- **increased costs**
 - insurance
 - training
 - recruitment
 - administration
 - medical care
- **reduced productivity**
 - illness
 - family care/concerns
 - funeral leave
 - labour turnover
 - absenteeism
 - decrease in morale



9

The impact of HIV/AIDS on an Organisation cont'd....

- **market changes**
 - decreasing market size
 - impact on disposable income
 - changing spending patterns
 - market perceptions

10

Concerns for the hospitality sector

- **Workforce perspective**
 - labour intensive
 - high training costs
 - mobile workforce
 - young & single employees
 - high number of semi-skilled employees
- **Customer perspective**
 - ignorant about HIV/AIDS – unknown risks
 - perceived safety risks

11

Concerns for the hospitality sector

- Other than the standard information relating to HIV/Aids, do your employees know about:
 - HIV and sharing cutlery and crockery?
 - HIV and sharing toilets?
 - Eating food prepared by an HIV+ person?
 - Eating food prepared by someone with a cut?
 - Being served by an HIV+ person?
 - Handling linen stained with body fluids?
 - Emptying dustbins / sanitary bins?
 - The use of protective clothing and gloves?
 - Guests being suspicious of staff or vice versa?
 - What to do if a colleague or guest is wounded?
- Would your employees know how to answer a guest/patron asking specific questions on HIV?

12

Perceptions of hospitality workers...

I am afraid to...

Activity	Very Afraid	Afraid	Not Afraid
Work with someone who is infected with HIV	13	17	70
Use the same toilet facilities	14	23	64
Be served food in the canteen prepared by a HIV+ indiv	16	29	55
Give first aid to an infected indiv	27	28	45

13

Perceptions of hospitality workers...

I think that...

Statement	Yes	No
Employers should do more to protect staff from infection	77	23
Staff need more education on HIV/Aids	75	25
If someone is HIV+ they are free to seek assistance from mgmt	67	33
My supervisor is well acquainted with the laws relating to HIV in the workplace	57	43
Workers such as chefs should not be allowed to work if they are HIV+	38	62
Condoms are available to staff at work	29	71
Infected employees are treated badly at my workplace	18	82

14

HIV prevalence – SA's hospitality workforce

2004 (all ages)	2004 (ages 20 to 44)	2004 (ages 25 to 34)
13%	15%	17%

- In 2004, one in 8 employees is HIV+
- Whilst one in 6 employees aged 25 to 34 is HIV+

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Specific concerns in the international hospitality industry

- body fluids in guest rooms
- used hypodermic needles in guest rooms
- increased promiscuity whilst on holiday – unsafe sex
- unsafe sex with sexual workers
- "sex tourism"
- employees at risk
- drug use whilst on holiday

16

Hospitality businesses are seen as pivotal players in South Africa's economy, especially from a job creation perspective. South Africa's hospitality and tourism industry allows for job creation throughout the country, including rural areas where HIV prevalence is often very high

What impact will HIV have on the future prospects for these businesses and what will the subsequent impact be on job creation?



6.3 Tool 3: Appointing an HIV/AIDS manager and organising your task team

Low cost, low effort

6.3.1 Why this tool?

To ensure your HIV/AIDS strategy works and delivers results, you need to have an HIV/AIDS manager and/or a task team that will be responsible and accountable for making things happen.

Remember, your task team needs specific goals, objectives and structure i.e. each and every one must be clear on what you want to achieve, and be given a role and responsibilities which they need to fulfill.

This tool addresses these issues. Use it to choose the best person and/or people for the job, help you define your goals and objectives, and structure your team.

Please note: If your company is small, you will just need an HIV/AIDS manager. However, if your company is medium, large or super-large, having an HIV/AIDS manager as well as a supportive task team will help you achieve more.

6.3.2 Guidelines for forming and structuring an HIV/AIDS task team in medium, large and super-large companies.

1. Based on your company's culture and size, think about how many people you ideally need to put your strategy into action. Remember, even if your company is large, you don't necessarily need to have a large team. Often a relatively small team will be more successful in making things happen.
2. Look carefully at your company's structure in terms of divisions and departments, as well as your various employee levels, and then work towards building a team that is truly representative of your company. In other words, your team should comprise a mix of staff, male and female, ranging from senior and middle-level managers through to supervisors and lower-level employees.



Tip: Remember, representation from senior management is critical for success.

3. When you know the levels or divisions which need to be represented in your HIV/AIDS task team, you can do any of the following:
 - Send out a call for volunteers. That's not to say you should automatically bring all volunteers on board **without** first interviewing them. You should find out why they want to be involved and how they will play an active role in supporting and actioning your strategy.
 - Have an election and let all employees nominate and vote for your task team members.
 - Ask management to identify the appropriate people.

6.3.3 Guidelines for choosing an HIV/AIDS manager

If your company is small, you only need one person to make things happen. This person could be any of the following:

- Your company's owner or managing director
- A supervisor or manager

Remember, whether your HIV/AIDS manager works alone or is supported by a task team, he/she should have all of the following skills and abilities:

- Can make decisions about which HIV/AIDS tools should be actioned
- Will ensure that the agreed tools are in fact actioned
- Will communicate with all employees about your overall HIV/AIDS strategy and tools



6.4 Tool 4: HIV/AIDS and the law²

Low cost, low effort

6.4.1 Why this tool?

Many employers and employees do not know that the Constitution includes human rights for people living with HIV/AIDS. As a result of ignorance, employers or employees may unwittingly do things that are in fact illegal and can have serious consequences.

To avoid legal problems in the workplace and ensure that employers and employees act in accordance with the law, this tool gives you the relevant information. We're talking about:

- A human rights and legal framework needed when dealing with HIV/AIDS issues in your company
- Information that you should pass on to all your employees

6.4.2 Human rights and laws regarding the handling of HIV/AIDS issues in the workplace

Generally speaking, many people living with/affected by HIV/AIDS are discriminated against and stigmatised both in the workplace, and in their communities. However, it is a constitutional law that people living with/affected by HIV/AIDS may not be discriminated against. What's more, they have the right to treatment, care and support services.

Currently there are five Acts of Parliament, which impact on the workplace. These Acts are:

- The Basic Conditions of Employment Act
- The Labour Relations Act
- The Compensation for Occupational Injuries and Diseases Act
- The Occupational Health and Safety Act
- The Employment Equity Act

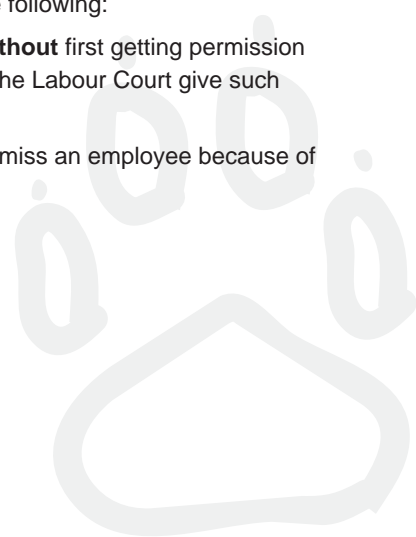
However, the two laws dealing with HIV/AIDS and employment are **The Labour Relations Act** and **The Employment Equity Act**.

The Labour Relations Act makes it illegal to dismiss anyone for illness ("incapacity") without doing the following:

- Firstly, finding out whether that employee is indeed permanently unable to work
- Secondly, making every effort to try and place that employee in a job that he/she can cope with.

The Employment Equity Act makes it illegal for an employer to do the following:

- Force an employee or prospective employee to have an HIV Test **without** first getting permission from the Labour Court. Only under very specific circumstances, will the Labour Court give such permission.
- An employer **cannot** refuse to employ an HIV positive person, or dismiss an employee because of his/her HIV status.



² Courtesy of Fedics



Other important facts:

- An employee with HIV is not required to reveal his/her HIV status to the employer. However, if an HIV positive employee does disclose his/her status, he/she may benefit if management is understanding and provides some form of help, treatment and support.
- If an employer or co-worker becomes aware of an employee's HIV status, they are expected to keep such information confidential, unless the employee with HIV gives specific consent for the information to be disclosed.
- No employee may refuse to work with a fellow-employee with HIV. Such refusal should lead to disciplinary action.

6.4.3 Is your company legally compliant?

To ensure your company is legally compliant with the relevant Acts and laws, you should do the following:

1. Have a critical and careful look at all your HIV/AIDS policies and procedures (written documents), your workplace culture and the typical actions of management and your employees. Remember, everything you do must be based on human rights principles and comply with the law.
2. Ensure that your working environment protects the legal and human rights of all employees and that you reduce opportunities for possible discrimination and stigmatisation by:
 - Starting and supporting activities and programmes that make people aware of the rights of people living with HIV/AIDS.
 - Creating an HIV/AIDS workplace policy that does not discriminate against people living with HIV/AIDS.
 - Ensuring that all your employee benefits do not discriminate against people living HIV/AIDS.
3. Put mechanisms in place for dealing with human rights abuses and instances of discrimination.
4. If you feel that you do not have the resources in-house to check that your current HIV/AIDS policies and procedures are legally compliant, we encourage you to get legal advice from any of the following resources:
 - The AIDS Consortium
 - The AIDS Law Project
 - The AIDS Legal Network
 - The South African Human Rights Commission
 - The Legal Aid Board





6.5 Tool 5: Developing an HIV/AIDS workplace policy

Low cost, low effort

6.5.1 Why this tool?

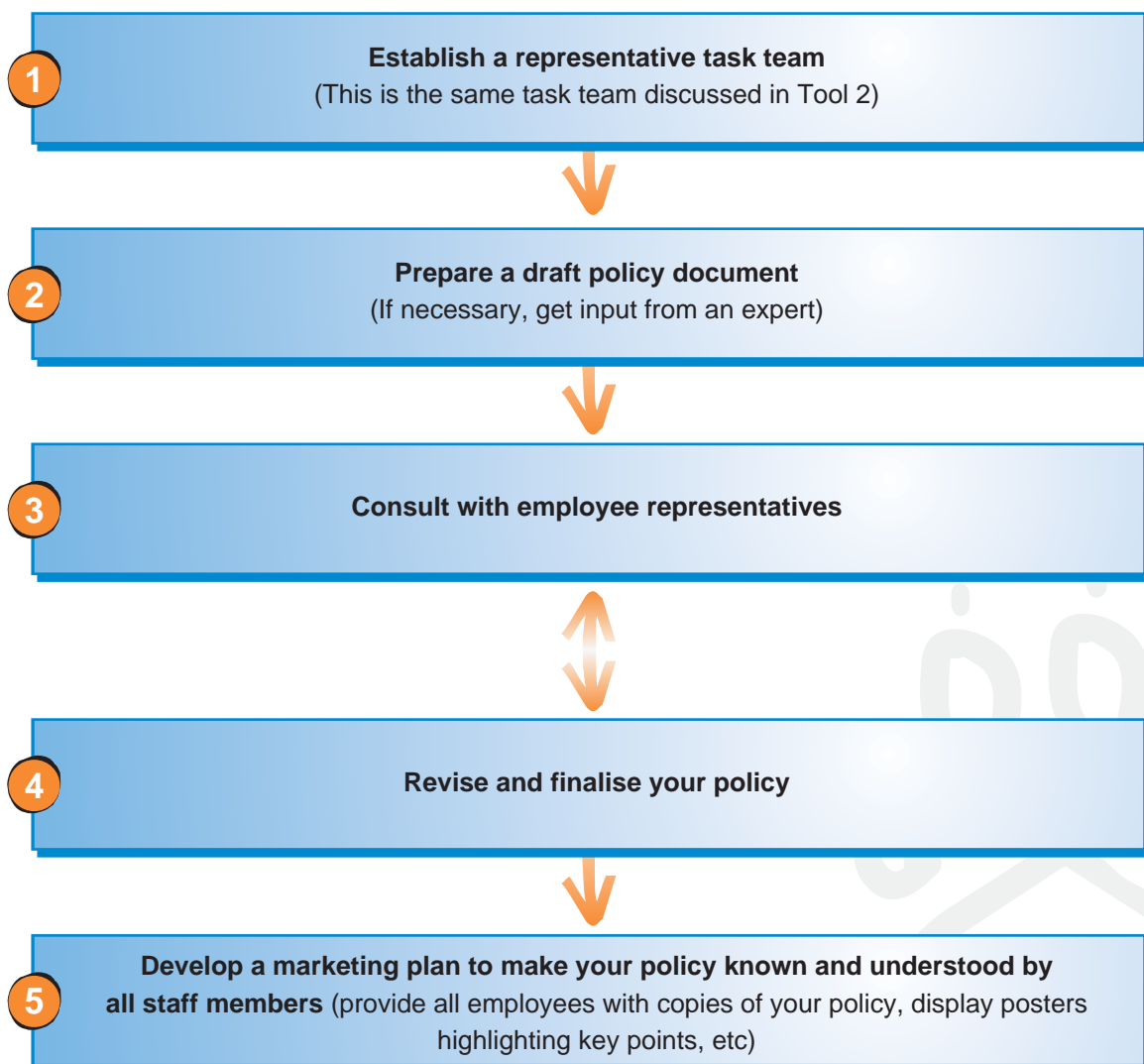
More than 92% of all companies operating in South Africa's hospitality sector do not have an HIV/AIDS workplace policy in place. This makes it difficult to standardise and control practices and procedures and ensure employees living with HIV/AIDS are treated in a fair and consistent way.

The purpose of this tool is to help you develop an HIV/AIDS workplace policy by giving you some guidelines as well as sample policies which you can adapt as you see fit.

Please note: Irrespective of your company's size, it is very important that you have a clear and comprehensive HIV/AIDS workplace policy in place.

What is an HIV/AIDS workplace policy? An HIV/AIDS workplace policy is a document that defines how your company will consistently and fairly treat employees who are living with HIV/AIDS, as well as employees who are indirectly affected by the epidemic.

6.5.2 Guidelines for developing an HIV/AIDS workplace policy





Sample policy for all companies³

Please adapt the following sample HIV/AIDS workplace policy to suit your company's particular needs.

Please note: Policy documents typically contain legal jargon. However, you can use more user-friendly language if you wish.

HIV/AIDS Workplace Policy for _____ *(Insert your company's name)*

1. Policy Purpose:

- a) To ensure that the company uses a consistent approach when dealing with employees who are living with HIV/AIDS.
- b) To ensure that this approach is legally compliant and does not infringe on the constitutional rights of employees.

2. Responsibility:

(Insert the department/ the job title of the person/people responsible for this policy eg. Human Resources, Human Resources Director, Managing Director, Chief Executive Officer, etc)

3. Effective Date:

(Insert the date on which this policy becomes effective. As and when you make any changes to your policy, so you will change this effective date.)

4. Background: *(This section provides a background on HIV/AIDS. Adapt this according to your needs.)*

HIV/AIDS is widespread throughout southern Africa. With the dramatic rise in AIDS deaths, the socio-economic impact on employers, families and communities will become an increasing burden. This will impose a threat to the ability of our company to deliver services to our clients. We recognise this burden and are committed to dealing with this socio-economic problem.

5. Principles:

The company affirms the principles of equality and equity and further states that:

- This policy has been developed and implemented in consultation with employees and their representatives.
- Employees living with HIV/AIDS have the same rights and responsibilities as all other employees. Therefore the company will do everything in its power to protect employees living with HIV/AIDS against discrimination and ensure confidentiality regarding their HIV status.
- Testing for HIV infection will not be imposed on employees (HIV is not classified as a notifiable disease, and transmission through the handling of food is impossible). Where HIV testing is done at the request of the employee, this will be with his/her informed consent, accompanied by counselling and the results will only be available to the employee.

6. Coordination and Management Strategies

- A dedicated HIV/AIDS person will be nominated and situated at _____ *(eg head office)* and supported by an HIV/AIDS task team with representation from *(List applicable department and divisions)*

- Regular _____ *(monthly, biannual, etc)* progress reports on the strategy will be made to the

(e.g Executive Committee/ Board of Directors/ Senior Management, etc.)

³Courtesy of Fedics and HIV/AIDS Toolkit for Local Government



- The leadership of the company will utilise all appropriate opportunities to demonstrate support for the HIV/AIDS workplace policy and strategy.

7. Human Resources Issues

- The company will regularly review employee benefits in the context of the impact of the epidemic. In addition, a skills succession plan will be developed.
- **Recruitment**
In accordance with Employment Equity legislation, an employee will not be denied employment if he/she is HIV positive, provided that he/she is deemed fit to perform the job for which he/she has applied. Furthermore prospective employees will not be required to undergo HIV testing.

- **Medical Benefits**

Provide details of your company's Medical Aid and Medical Aid benefits offered to employees i.e. who has access to these benefits, what do these benefits offer in terms of HIV/AIDS, etc

Details of the company's Medical Aid and particular scheme are as follows:

Name of medical aid	Medical aid benefits including HIV/AIDS treatment	Beneficiaries of medical aid benefits

- **Public Health Care**

If your company does not offer all employees Medical Aid benefits, we recommend that you include information on the nearest public health service/s available to your employees.

The nearest hospital and/or clinic to the workplace that offers HIV/AIDS medical assistance is:

Name of hospital or clinic	Address	Contact telephone number	Hours of operation

- **Pension/Provident Fund**

Provide details of Pension/Provident Fund benefits offered to employees i.e. who has access to these benefits, what do these benefits offer in terms of HIV/AIDS, etc.

Details of the company's Pension/Provident Fund are as follows:

Name of pension/provident fund	Fund benefits including grants for employees living with HIV/AIDS	Beneficiaries of fund



• **Unemployment Insurance Fund**

If your company does not offer all employees Pension/ Provident Fund benefits, we recommend that you provide information on the nearest Unemployment Insurance Fund (UIF) office.

The nearest UIF office to the workplace is:

Name of UIF office	Address	Contact telephone number	Hours of operation

• **Sick Leave**

Employees, who require sick leave as a result of illness related to chronic/life threatening diseases, including HIV/AIDS, will be entitled to the same sick leave allocation as all other employees. Information on sick leave is available at/on/in (where?) _____. *(Insert where employees can access this information e.g. HR, the intranet, each employee's employment contract.)* According to the Basic Conditions of Employment Act, employees are entitled to paid sick leave equivalent to the amount of days worked in a 6 week working period, during a three year cycle.

• **Family Responsibility Leave**

Employees who require time off work to attend to the needs of immediate family members, who are seriously ill or have died, will be entitled to ___ days family responsibility leave per calendar year. Information of this leave is available at/on/in (where?) _____. *(Insert where employees can access this information e.g. HR, the intranet, each employee's employment contract.)* According to the Basic Conditions of Employment Act employees are entitled to a minimum of 3 days per year for family responsibility leave.

• **Loans**

If applicable provide information on your company's loan policy for employees with chronic/ life threatening diseases.

8. Legal Compliance

The company undertakes to consider employees living with HIV/AIDS in terms of their contract of employment and fair and reasonable labour practices. The company commits to compliance with the following laws:

- The Employment Equity Act
- The Labour Relations Act
- The Occupational Health and Safety Act
- The Basic Conditions of Employment Act *(or employment law applicable to your business)*
- The Compensation for Occupational Injuries and Diseases Act

Unfair discrimination is against company policy and procedures and therefore discrimination against an employee on the grounds of their HIV status should be reported to _____ *(Managing Director, CEO, Human Resources Manager, HIV/AIDS task team, etc)*, or go through the company's grievance procedure.

9. Existing Employees

HIV/AIDS is not a notifiable disease and as such employees who contract the disease are not obliged to inform the company. However, there is a duty to notify the company of incapacity or disability once an employee's health deteriorates to such an extent that the employee is unable to perform his/her duty in an adequate manner or:

- The disease manifests itself in excessive absenteeism; or
- The employee takes more than the standard amount of sick leave; or
- The employee displays irregular behaviour (e.g. AIDS dementia).

In the event that an employee eventually develops symptoms to the extent that he/she is unable to perform as required, the company's incapacity policy would then be implemented. Information on the company's



incapacity policy is available at/on/in *(where?)*_____. *(Insert where employees can access this information eg. HR, the intranet, each employee's employment contract).*

The company is obliged to provide a safe-working environment for all employees in line with the requirements laid down by prevailing legislation.

10. Confidentiality

Persons living with HIV/AIDS have the right to confidentiality and privacy concerning their health and HIV status. There should be no indicator on an employee's records if HIV status is known.

- All personal details of all employees, including the actual or suspected HIV status of any employee, shall remain strictly confidential.
- Any information about an employee's HIV status shall be revealed only with their written consent.
- An employee who contracts HIV will not be obligated to inform management. If an employee with HIV/AIDS decides to disclose his/her diagnosis to a colleague, superior or manager, the person will take all reasonable measures to ensure that this information remains private and confidential.
- The company will not tolerate any breaches in confidentiality. Any employee who breaches such confidentiality shall be subjected to appropriate disciplinary procedure. Speculation regarding another person's medical status will also not be tolerated.

11. Reasonable Accommodation

Employees who become unfit for work as a result of AIDS will be dealt with compassionately and in a just, humane and life-affirming way. The company will attempt to reasonably accommodate such individuals in less strenuous and stressful job, if possible. Failing this, the employee will be offered early retirement in accordance with standard company procedures and be entitled to appropriate benefits. Should early retirement not be applicable (i.e. the employee is not within 10 years of normal retirement age of 65) then the pension/provident fund benefit rules, as they pertain to permanent or temporary disability due to illness, will apply.

12. Colleagues of Employees who are HIV Positive

The company will ensure that effective educational programmes informing employees of the facts of HIV infection and AIDS are implemented. Should an employee, after reassurance and with all appropriate safety and health precautions being taken and supplied by the company, remain unwilling to work with an HIV positive employee, he/she will be warned that his/her reaction is unreasonable and scientifically unjust. He/she will be informed that his/her own employment situation is in jeopardy and that disciplinary action may be instituted.

13. Employees at Risk

The company will ensure that correct protective equipment is provided in all first aid boxes and that employees are trained in the correct use of this equipment.

The company will ensure that all first aid and healthcare workers are educated regarding HIV and AIDS infections; as well as other potentially infectious diseases; and that they understand and adhere to these standard operating procedures.

In addition to training on the facts of HIV/AIDS, the company will ensure that all employees will receive the following training to help them deal with HIV/AIDS in the workplace:

- How to deal with body fluids
- How to deal with stained linen
- How to deal with sanitary bins
- How to deal with used hypodermic needles
- How to deal with guest queries regarding HIV/AIDS and food
- How to deal with guest queries regarding HIV/AIDS in general
- Knowledge about HIV/AIDS and cutlery, crockery, food preparation, etc
- Knowledge about HIV/AIDS and sharing toilets
- How to deal with a colleague or guest who may be wounded, etc.

Where necessary the company will provide all relevant employees with appropriate protective clothing.

14. Policy Review

This policy will be reviewed and updated as and when the need arises or when developments relating to the above necessitate a review of the policy.



7 HIV/AIDS prevention

There are a number of ways in which you can prevent the spread of HIV/AIDS in your company. These include:

- HIV/AIDS education and training
- Peer education
- Condom distribution
- Voluntary counselling and testing (VCT)
- Practising safe first aid
- Treatment of sexually transmitted infections (STIs)

This section gives you a number of tools that you can use. As you will see from the colour coding, most of these are “low cost and low effort”.

7.1 Tool 1: HIV/AIDS education and training

High cost, Low effort

7.1.1 Why this tool?

Ignorance and incorrect information are two factors that contribute to the spread of HIV/AIDS. They are also reasons why people living with HIV/AIDS are so often stigmatised and do not receive the support they need, both at work and at home.

By providing your staff with factually correct information on various HIV/AIDS issues, this tool will help you address these problems. The tool will help prevent further HIV infections in your company and help you manage various HIV/AIDS workplace-related issues more effectively.



Cost-saving tip: To ensure you can claim back a portion of your monthly Skills Development Levy, remember to include your HIV/AIDS training in the Workplace Skills Plan and Training Implementation Report that you submit to the Tourism, Hospitality and Sport Education and Training Authority (THETA).

Please note: Irrespective of your company's size, HIV/AIDS education and training for all members of staff is very important.

7.1.2 Planning your HIV/AIDS education and training programme

To ensure that your HIV negative employees remain negative, and those that are HIV positive, remain as well as possible and do not infect others, you need to make sure all your employees understand the important issues relating to HIV/AIDS.

To get the various messages across, you could run training sessions and/or use industrial theatre and/or printed educational material. Just ensure that your printed material is easy for all employees to understand. Check that the language used matches your employees' general literacy levels. If necessary, consider translating the material into appropriate languages.

Remember, **don't** exclude your company's management/leadership. They also need to know or be reminded of the basic facts. Plus they need to be equipped to deal with HIV/AIDS workplace issues. What's more, management's participation in the training will prove just how seriously they take HIV/AIDS.



7.1.3 Content of your HIV/AIDS education and training sessions

Depending on your company's structure, size and culture, you could run different sessions as follows:

- General HIV/AIDS knowledge training for all employees covering:
 - An explanation and description of HIV and AIDS
 - How HIV is spread
 - How your employees can prevent or reduce the risk of HIV infection
 - Your employees' beliefs and attitudes about HIV/AIDS
 - The human rights of people living with HIV/AIDS.



Tip: To establish the level of education required, first conduct an Employee Needs Assessment and/or a KAP Survey. For more information on these, please refer to pages 43 and 46.

- Specific tourism/hospitality HIV/AIDS knowledge training for appropriate employees covering:
 - The potential risk of foreign tourists not wanting to visit South Africa because of their concern about the country's HIV/AIDS statistics, plus how our high HIV/AIDS statistics might impact on them during their visit.
 - The fact that holidaymakers often engage in more risky behaviour than when they are at home. Remember, increased alcohol or drug use often leads to unprotected sex.
 - Why sex tourism is often seen as a contributor to the spread of HIV/AIDS.
 - Why tourism and hospitality workers need to be extra cautious about sexual contact with tourists.
 - How your employees should safely handle body fluids and used hypodermic needles in guest rooms.
 - How your employees should answer guests' queries and questions about HIV/AIDS in South Africa.
 - How your employees should safely deal with injured guests and co-workers.
 - The perceived risk of sharing cutlery/crockery, toilets, food, and eating food prepared by an HIV positive person.
- Management training: To help your senior and middle level managers manage the impact of HIV/AIDS on your company, this session should include policy and management guidelines, as well as the legal issues relating to HIV/AIDS in the workplace.
- Industrial relations training: This session, targeted at your Industrial Relations/Human Resources personnel should include information relating to HIV/AIDS workplace policy and legal issues.
- Union officials and shop steward training: This session should take the form of a presentation of your company's HIV/AIDS strategy. The reason being, you need union officials' and shop stewards' support and buy-in because they have a strong influence over your employees. In addition, they might need training on how to respond to employees' questions and queries.
- Support structure training: These sessions, targeted at your HIV/AIDS task team, healthcare workers and human resources, could include education and counselling training.



7.1.4 General HIV/AIDS information materials

Before you spend time and money on creating your own materials, contact the Department of Health about ordering their free brochures, leaflets and posters or download them from www.aidsinfo.co.za.

The Department of Health's materials include:

Posters:

- Help prevent your baby from getting HIV
- Get tested for HIV
- Youth Campaign
 - Event promotion
 - I choose to be safe
 - I choose to wait
 - Not for sale
- Positive Living Nutrition
 - Making healthy food
 - Healthy eating with HIV
 - Healthy living with HIV
- Sexually Transmitted Infections (STIs)
 - Signs of STIs
 - STIs can be cured
 - Condoms
 - Talk to your partner about STIs
- Tuberculosis
 - Coughing for more than 2 weeks?

Booklets:

- Teenagers and HIV
- Government Grants for children
- Keeping children safe and healthy at home
- Helping children deal with grief and death
- Keeping children in school
- Circles of support for our children
- Living positively with HIV and AIDS
- Talking about HIV and AIDS
- I had an HIV test – now what?
- Pregnancy and HIV – what you should know
- Stop TB because you can
- Sexual reproductive health

Please note: There are various other non-profit organisations who offer free materials which you may want to use.

Leaflets (in 11 different languages):

- Caring for people with HIV/AIDS
- Common sicknesses of people with HIV and AIDS
- Condoms
- HIV and AIDS Counselling
- HIV, AIDS and Relationships
- HIV, AIDS and Rights
- HIV and AIDS and the workplace
- Key points about HIV and AIDS
- Living with HIV and AIDS
- Sexually Transmitted Infections
- Stop Tuberculosis
- Why should I test for HIV?
- Take action to stop TB at work

7.1.5 Contact guide

For information on HIV/AIDS educators and consultants, or if you need help with training and educational materials, please refer to the resource list at the end of this handbook.





7.2 Tool 2: Peer education

Low cost, high effort

7.2.1 Why this tool?

Often employees are more comfortable talking to their co-workers about HIV/AIDS related issues, and getting advice from them, rather than talking to their managers/supervisors.

Based on this, the idea of peer education is about using employees to educate, inform and advise their co-workers or peers on HIV/AIDS issues, provided they are correctly trained.

Please note: Peer educators are generally volunteers. While you may use them in your workplace environment, you may also want to use them in a community outreach programme as discussed on page 53.

7.2.2 Some guidelines for developing your peer education programme

- Find peer educators i.e. employees who are willing to do the job in their free time, and have good communication skills.
- Ensure that your peer educators have a sound knowledge of HIV/AIDS, the rights of people living with HIV/AIDS, as well as your company's HIV/AIDS workplace policy.
- When training your peer educators, discuss their indirect or direct experiences of HIV/AIDS as well as their attitudes towards HIV/AIDS and safe sex. Also use exercises such as role-playing and Questions & Answers.
- Give your peer educators all the printed educational material they need.
- Make sure your peer educators have a support network. Often, they too will need emotional support, especially when dealing with people in crisis.



Tip: Because generally, peer educators work as unpaid volunteers, you may consider giving them various items that give them some status and express your appreciation. Such items could include a certificate for completing an HIV/AIDS Peer Educators Training course, as well as company branded peer educator T- shirts, golf shirts, caps, tracksuits or kit bags.

If you use your peer educators in a community outreach programme, you may consider giving them money for their traveling expenses and/or meals/refreshments.

7.2.3 Contact guide

For more information on peer education and peer education training providers and consultants, please refer to the resource list at the end of this handbook.





7.3 Tool 3: Condom distribution amongst employees and guests


Low cost, low effort

7.3.1 Why this tool?

Safe, protected sex is about using condoms. They are vital for preventing the spread of HIV and all sexually transmitted infections (STIs) such as syphilis and herpes.

Given the fact that many of your employees may have more than one sexual partner, combined with the amount of sexual activity in the tourism and hospitality sector, making condoms freely available to both your employees and guests is definitely one very easy and cost-free way in which you can help reduce the spread of HIV and STIs.

While some of your employees and your guests might not use your condoms, you'll at least be reminding them to practice safe, protected sex, as well as showing your commitment to HIV/AIDS prevention.

 **Tip:** Remember, you can get free condoms, condom dispensers and leaflets on correct usage of condoms from the Department of Health. Female condoms are available at most pharmacies, however they are not free.

7.3.2 How to distribute condoms

You can distribute condoms in any of the following ways:

- Install the dispensers in your employees' toilet areas as well as the public cloakrooms used by your guests – remember to use the women's toilets as well as the men's.
- Install the dispensers in other public areas such as your staff canteen.
- If you use peer educators, they can distribute condoms.
- Insert condoms in employee pay packets.
- Leave condoms in guests' rooms/bathrooms.

7.3.3 Contact guide

Contact your nearest Department of Health for free condom dispensers, condoms and pamphlets. For a list of contact numbers, please refer to the resource list at the end of this handbook.





7.4 Tool 4: Voluntary Counselling and Testing

Low cost, high effort

7.4.1 Why this tool?

Voluntary Counselling and Testing (VCT) which includes confidential HIV testing, together with pre- and post-test counselling is very important because:

- It is the only way in which your employees can know their status.
- It gives them an opportunity to think about their lifestyle options and make appropriate choices.

After all, people who know they are HIV positive need to change their lifestyles to ensure they stay well for as long as possible, increase their chances of living longer and make sure they do not infect others. At the same time, those people who are HIV negative, also often need to make lifestyle changes to ensure they remain negative.

7.4.2 Encouraging VCT

You can encourage your employees to go for VCT either by bringing a VCT service on-site, or by arranging transport to and from a doctor, clinic or hospital that handles VCT. Depending on the size of your company, you could make VCT freely available once a month, or less or more often. Alternatively, if your company is too small to justify a VCT service, rather than do nothing, encourage your staff to go for VCT at any clinic, hospital or a doctor of their choice.

If possible, encourage your company's management/leadership as well as your HIV/AIDS manager, task team and peer educators to set the example.

To create awareness of VCT, use educational material such as leaflets and posters.



Tip: Remember to tell your employees that VCT is totally confidential and that only the employee will know his/her test results. Whoever handles your VCT service cannot disclose your employees' status to any level of management, irrespective of seniority, or anyone else.

7.4.3 Contact guide

For detailed information on VCT, VCT service providers and educational material, speak to your local clinic, hospital, doctor or the Department of Health. Alternatively, refer to the resource list at the end of this handbook.





7.5 Tool 5: Safe first aid

Low cost, low effort

7.5.1 Why this tool?

The risk of HIV infection from blood resulting from an injury is really small. However, you still need to ensure that employees who handle first aid are equipped to practice safe first aid and take appropriate precautions in line with Health and Safety legislation.

7.5.2 The World Health Organisation's (WHO) guidelines

The WHO's HIV/AIDS guidelines for basic first aid are as follows:

- Wherever there is a risk of contact with body fluids, rubber/PVC gloves should be used for treatment of patients.
- If blood or body fluids get on to the skin, it should be thoroughly washed with soap and water. Bleach should not be used on the skin.
- Where heavy contamination is likely to be encountered, additional protection can be provided by use of a PVC apron. Eye protection should be worn.
- Where mouth-to-mouth resuscitation is required, plastic airways (Leadal) may be worn to reduce the risk of contamination from direct oral contact.
- Cuts or grazes should be covered with a waterproof dressing until scabs form.
- Spilt blood should be cleaned up, preferably by the person it came from, with strong household bleach diluted 1 to 10 with water. For absolute safety, other body fluids should be treated in the same way.
- Tissues, dressings and other contaminated materials should be tied up in heavy plastic bags/bin liners for disposal by incineration.
- Soiled sheets and clothing should be washed separately at a high temperature setting. Rubber/PVC gloves should be worn when handling soiled articles.
- Non-disposable instruments or receptacles used for treatment should be sterilised before re-use. Crockery and cutlery should be washed in hot water with detergent.
- Disposable needles and other "sharps" should be placed in appropriate containers, which should be safely disposed of. Razors should not be re-used.





7.5.3 Your first aid kit

According to the Occupational Health and Safety Act, your first aid kit must contain the following:

- Burnshield 10 X 10cm sterile burn dressing
- Pack of sterile gauze swabs (minimum 10)
- Pair of latex gloves
- Pair of tweezers
- Waterproof plasters (minimum 10)
- Card of safety pins (12's)
- Hypopore tape (25mm)
- First Aid dressing (75mm X 100mm)
- First Aid dressing (150mm X 200mm)
- Disposable CPR
- Wound cleaner (100ml/125ml)
- Pack of gauze swabs non-sterile
- Cotton wool (100gr)
- Standard First Aid scissors
- Triangular bandages (N/W)
- Proform bandage (75mm)
- Proform bandage (100mm)
- Profab fabric roll (25mm X 3mm)
- Straight splints
- Water containers (1 litre)
- Eye pad
- Eye shield
- Eye cup
- Protective facemask
- 2 large and 2 medium pairs of household rubber gloves



7.5.4 Contact guide

For information on training your company's first aid workers, speak to your local clinic or hospital. Alternatively, refer to the resource list at the end of this handbook.





7.6 Tool 6: STI treatment services

High cost, high effort

7.6.1 Why this tool?

As the name implies, sexually transmitted infections (STIs), also known as sexually transmitted diseases (STDs) can be passed from one person to another when having unprotected sex. However, unlike HIV, **most** STIs, (**except** Syphilis and Hepatitis B Virus) can be cured, if treated correctly and promptly with medication. If not, an STI can lead to serious illness. What's more, anyone who has an STI has a greater chance of getting HIV.

Making STI treatment available to employees with STIs is therefore a way of preventing the spread of both STIs as well as HIV.

7.6.2 Ways of providing STI treatment

Depending on the size of your company, you could either offer your employees an in-house STI treatment service, or bring in an outsourced service once a month, or as often as required. Alternatively, rather than do nothing, make your employees aware that:

- STIs can and must be treated immediately and correctly.
- STIs increase their chances of getting the HI Virus.
- STIs can be prevented by using condoms.
- They can get confidential STI treatment from any clinic, hospital or doctor.



Tip: Remember, STIs is a very sensitive topic, surrounded by silence and ignorance. This makes STI education and training an important aspect of your HIV/AIDS education training programme.

7.6.3 Contact guide

If you include STI treatment services in your HIV/AIDS strategy, you need to know how this service would be administered, by whom and when. For information on STI treatment services, speak to your local clinic, hospital or doctor. Alternatively, refer to the resource list at the end of this handbook.





8 HIV/AIDS treatment, care and support

Although there is no cure for HIV/AIDS, it can be treated. By making lifestyle changes and using correct medication, people living with HIV, can remain well and live for a longer time.

Treatment, care and support of your HIV positive employees, and possibly their families, can take various forms. This section gives you a number of different tools to consider. These include:

- Reviewing your company's medical aid benefits
- Helping employees access public health services
- Counselling
- Lifestyle and nutrition counselling and support
- On-site private healthcare services
- Post-exposure prophylactics
- Treatment of opportunistic infections
- Anti-retroviral therapy (ART)
- Preventing HIV transmission from mother to child
- Terminal care
- Incapacity management

If possible, try to use at least one of these tools, if not more.

In making your decision, we recommend you do the following:

- Investigate the practicality and feasibility of each programme, as well as the cost
- Work out a budget, action-plan and timeframe
- Talk to your employees and get their input





8.1 Tool 1: Reviewing your company's medical aid benefits

Low cost, low effort

8.1.1 Why this tool?

If your company offers any/all employees medical aid cover, you need to know what, if any, HIV/AIDS benefits your medical aid offers, and the limits of these benefits.

Once you've checked and reviewed your medical aid's HIV/AIDS benefits, you may want to change your medical aid or negotiate increased benefit limits. Remember, generally speaking, the lower your employees' premiums, the lower their benefit limits. Therefore, they might not be adequately covered for comprehensive HIV/AIDS treatment and care.

Going back to your HIV/AIDS workplace policy discussed on pages 19-22, you'll see the kind of detail needed in terms of your medical aid.



Tip: Remember, medical aid benefits and limits are not standardised, but vary from scheme to scheme. This is why reviewing your medical aid benefits is so important.

Please note: Irrespective of your company's size, checking and reviewing your medical aid's HIV/AIDS benefits is very important.

8.2 Tool 2: Helping employees access public health services

Low cost, low effort

8.2.1 Why this tool?

If your company does **not** offer **all** employees medical aid, it's important that you give those who are not covered, information on the nearest public hospital or clinic where they provide HIV/AIDS treatment and care.

Going back to your HIV/AIDS workplace policy discussed on pages 19-22, you'll see the kind of detail needed in terms of the nearest public hospital or clinic.





8.3 Tool 3: Counselling

High cost, Low effort

8.3.1 Why this tool?

Counselling helps both people who are infected with the HI Virus and those who are affected, deal with the various issues related to HIV/AIDS, including making plans for their families.

By providing counselling for your employees, you'll help alleviate their feelings of fear, anxiety, anger and depression – all of which impact on their work performance.

While it's preferable to use an external, professional counsellor or a community service, you could consider training one or more employees in HIV/AIDS counselling. Please note, no employee should handle counselling unless they have received the correct training and understand the importance of confidentiality.

8.3.2 Counselling goals

The main goals of HIV/AIDS counselling include:

- To give information and psychological support to people who are HIV positive i.e.:
 - come to terms with their status and help them work through their feelings
 - make lifestyle choices and changes and plan for the future
- To give psychological support to the families of people who are HIV positive, and give them all the information on HIV/AIDS they need.
- To ensure HIV positive people do not pass on the infection to their sexual partner(s) or unborn children.
- To help HIV positive people stay as well as possible for as long as possible by controlling the HI Virus. For more information on this, refer to “Lifestyle and nutrition counselling and support” on page 35.

8.3.3 The role of the counsellor

Counselling is a structured, confidential conversation in which the counsellor:

- Educates, gives information and provides guidance
- Is caring, compassionate and supportive
- Actively listens and communicates openly, honestly and directly
- Is not judgmental and respects the person's dignity, values and culture

8.3.4 Including the provision of counselling in your overall HIV/AIDS strategy

If you decide to offer your employees counselling, your strategy needs to define:

- The range of your counselling service
- Who can use it – will it be only for your employees, both those infected and affected? Or will it be extended to their families?
- Who will provide the counselling?
- How will you fund and sustain your counselling, etc.

8.3.5 Contact guide

For information on training in-house counsellors, sourcing external professional counsellors or community counselling services, speak to your local clinic, hospital, doctor or the Department of Health. Alternatively, refer to the resource list at the end of this handbook.



8.4 Tool 4: Lifestyle and nutrition counselling and support

Low cost, high effort

8.4.1 Why this tool?

A healthy lifestyle which includes a balanced diet, rest, some exercise, as well as no smoking or alcohol, has been proven to keep HIV positive people well for longer and delay the onset of AIDS.

Lifestyle and nutrition counselling focuses on these issues. Besides talking to HIV positive people about what food they should eat and what lifestyle changes they need to make, counselors will also give HIV positive people appropriate eating plans and monitor their clients' progress and behaviour changes.

In addition to counselling, you could provide your HIV positive employees with meals and/or multivitamin supplements. Remember, there are specific multivitamins that have been proven to keep HIV positive people well for longer.

8.4.2 Including lifestyle and nutrition counselling and support in your overall HIV/AIDS strategy

If you choose to include any/all of these benefits in your strategy, you must define:

- Who qualifies for the benefit(s) – only HIV positive employees? Family members of HIV positive employees? Or all employees?
- How you will deliver the benefit(s)?
- How you will fund and sustain the benefit(s)?

8.4.3 Contact guide

For more information on lifestyle and nutrition counselling and support and multivitamin supplements for HIV positive people, please refer to the resource list at the back of this handbook.





8.5 Tool 5: On-site private healthcare services

High cost, high effort

8.5.1 Why this tool?

If your company wants to provide employees (and their families) with an on-site private healthcare service, this could take the form of an on-site clinic. Alternatively, you could arrange for a doctor or nursing sister to visit your workplace on a weekly or monthly basis.

8.5.2 Including the use of on-site private healthcare services in your overall HIV/AIDS strategy

If you decide to use on-site private healthcare services, you need to include the detail in your strategy. For example:

- Who will provide the service?
- How the service will be funded?
- The frequency of the service, etc.

8.5.3 Contact guide

For information on private healthcare services, speak to your local clinic, hospital, doctor or the Department of Health. Alternatively, refer to the resource list at the end of this handbook.

8.6 Tool 6: Post-exposure prophylactics

High cost, high effort

8.6.1 Why this tool?

Prophylactics are drugs that prevent the development of HIV if someone has been exposed to the HI Virus.

8.6.2 Including the provision of post-exposure prophylactics in your overall HIV/AIDS strategy

If you decide to make post-exposure prophylactics available on-site or from your nearest clinic/ hospital, your strategy should define the following:

- The circumstances under which you will provide post-exposure prophylactics e.g. rape
- Who qualifies for post-exposure prophylactics – all employees? Or family members of employees?
- Who will control and administrate your post-exposure prophylactics
- The treatment process
- How you will fund the cost, etc.

8.6.3 Contact guide

For information on post-exposure prophylactics, speak to your local clinic, hospital, doctor or the Department of Health. Alternatively, refer to the resource list at the end of this handbook.



8.7 Tool 7: Treatment of opportunistic infections

High cost, high effort

8.7.1 Why this tool?

People living with AIDS generally get various opportunistic infections (OIs) and cancers. By treating these infections promptly with correct medication, employees living with AIDS will have a better quality of life, be more functional and live longer.

8.7.2 Including the provision of OI treatment in your overall HIV/AIDS strategy

If you decide to offer treatment for opportunistic infections, your strategy should define the following:

- The circumstances under which you will provide OI treatment
- Who qualifies for OI treatment – all employees? Or family members of employees?
- Who will control and administrate the OIs?
- The treatment process
- How you will fund the cost, etc.

8.7.3 Contact guide

For information on opportunistic infections and how they are treated, speak to your local clinic, hospital, doctor or the Department of Health. Alternatively, refer to the resource list at the end of this handbook.





8.8 Tool 8: Anti-retroviral therapy

High cost, high effort

8.8.1 Why this tool?

When anti-retroviral therapy (ART) is used correctly (i.e. at the right time with the right dosage), an HIV positive person will live longer, have a better quality of life and still be able work productively. ART is therefore beneficial to both your HIV positive employees and your company.

Remember, some medical aids offer some cover for ART. Check this when reviewing your medical aid's benefits.

8.8.2 Including the provision of ART in your overall HIV/AIDS strategy

If you decide to provide ART, your strategy should define:

- Who is entitled to ART – only your HIV positive employees? Or will their partners or family members who are HIV positive also receive them?
- When will ART be given – for information on this, speak to any of the recommended resources about CD4 counts, etc?
- How will you fund ART – will the company and employee share the cost?
- How will your ART programme be managed and controlled?
- Who will check that employees are using their ART correctly?



Tip: Remember, ART cannot be shared. Please bear this in mind when defining who is entitled to this benefit. Also remember that anyone on ART needs to be counselled. They need to understand exactly how and when to take the drugs, and what dosage to take; and be made aware of the possible side-effects.

The difference between ART and ARV

Many people use these two terms interchangeably. However, ART refers to the entire treatment process, while ARV, which stands for Anti-retroviral, refers to a single drug.

8.8.3 Contact guide

For information on ART and ARVs, speak to your local clinic, hospital or doctor. Alternatively, refer to the resource list at the end of this handbook.



8.9 Tool 9: Preventing HIV transmission from mother to child

High cost, high effort

8.9.1 Why this tool?

If an HIV positive woman is pregnant, the baby might or can be infected. However, this can be avoided with special ARVs given to the pregnant woman.

8.9.2 Including the provision of ARVs for HIV positive pregnant women in your overall HIV/AIDS strategy

Most low premium medical aids offer special benefits to pregnant HIV-positive women. Check this when reviewing your medical aid's benefits. Then if you decide to provide ARVs to pregnant employees, your strategy should define:

- Who is entitled to ARVs – will they be given to your female employees only, or will it be extended to your male employees' partners?
- When will they get these ARVs?
- How will you fund these ARVs – will the company and employee share the cost?
- How will these ARVs be managed and controlled?
- Who will check that these ARVs are used correctly?

8.9.3 Contact guide

For information on ARVs for HIV positive pregnant women, speak to your local clinic, hospital or doctor. Alternatively, refer to the resource list at the end of this handbook.



Tip: Remember, pregnant or breastfeeding women on ART cannot share their ARVs. Please bear this mind when defining who is entitled to this benefit. Also remember that these women will need to be counselled. They need to understand exactly how and when to take the drugs, and what dosage to take; and be made aware of the possible side-effects.

8.10 Tool 10: Terminal care

High cost, high effort

8.10.1 Why this tool?

An employee who is in a terminal condition needs special care, either by caregivers at home, or at a Hospice, or in hospital. There are also numerous NGOs and volunteer groups who offer this kind of care.

8.10.2 Including the provision of terminal care in your overall HIV/AIDS strategy

If you decide to provide any kind of help regarding terminal care, including training on home-based care, your strategy should define:

- Who qualifies for this benefit – only your employees? Or will their partners or family members also receive your help?
- The extent of the service
- The funding of the service
- Who will provide the service, etc?

8.10.3 Contact guide

For more information on terminal care and home-based care training, speak to your local clinic, hospital or doctor. Alternatively, refer to the resource list at the end of this handbook.



8.11 Tool 11: Incapacity management

Low cost, low effort

8.11.1 Why this tool?

When an employee with HIV eventually develops symptoms that prevent him/her from fulfilling his/her job description, “incapacity” may be a valid reason to terminate their employment contract.

However, before you (the employer) use “incapacity” as a reason for employment termination, we recommend that you use the following as a guideline and that you use your own judgement when dealing with this difficult situation.

8.11.2 Guidelines for handling an employee's incapacity

1. If an HIV positive employee's work performance and attendance record drops, he/she is entitled to the same amount of sick leave as any other employee. In terms of the Basic Conditions of Employment Act, standard sick leave is a minimum of 30 working days or equivalent to the number of days worked over 6 weeks, in a 3 year cycle.
2. Once the employee has used all his/her standard sick leave, the employee can apply for additional unpaid leave. Whether you, the employer, say “yes” or “no” is your decision. However, you can achieve a win-win situation if the employee can work from home.
3. If you grant the employee additional unpaid leave, you should first explain how having an absent employee, and how his/her incapacity to do their job 100%, impacts on your business. Then set a mutually agreed date for the employee's return to work.
4. If, after the employee has returned to work, you find that he/she is still not meeting acceptable levels of performance or attendance, or has exceeded the sick leave allocation, you may ask the employee to give you permission to get a report from the employee's doctor or caregiver. Such a report should cover:
 - How far the illness has progressed
 - The prognosis
 - The possible date on which the employee can resume his/her duties.
5. If you're unable to talk directly to the employee, you should then communicate in writing.
6. The doctor will determine the content of the medical examination and will give you his/her opinion as to the employee's capacity to fulfil his/her job description. **Remember**, the doctor cannot by law give you a diagnosis of HIV/AIDS. That is strictly confidential information which only the employee can disclose.
7. Employment termination should be your last option. Consider the feasibility and the practicality of the following options beforehand:
 - Retaining the employee in his/her present position
 - Transferring the employee to a less demanding position – this may be in a totally different department, totally different job function, etc
 - Looking into the possibility of working from home
 - Obtaining the employee's agreement on a lower salary for less demanding work
 - Making arrangements for flexi-time or part-time work
 - Rearranging the job to share duties with others
 - Arranging work that allows leave of absence where necessary, etc.
8. Before the employee goes on permanent or temporary disability, you need to ensure that he/she receives supportive counselling i.e. professional psychological counselling and an opportunity to understand everything and explain his/her feelings and point of view.



9. If the employee is only temporarily unfit for work due to ill health, you should consider a temporary replacement.

10. If, after you've had a full discussion with the employee, it is clear that he/she is unable to work, you may terminate his or her services in terms of the conditions of the employment contract, however you must follow the correct procedures.

Bearing in mind the employee's feelings of distress, fear and uncertainty, and the fact that once the employment contract ends, the employee and his/her family may have no financial support (disability grants, etc) termination should really be a last resort and must be carried out in a **fair, legal and humane** manner.

11. In some cases, employees who are declared temporarily or permanently unfit to work due to ill health, may qualify for benefits according to the company's pension/provident fund. If not, we encourage you to help the employee secure a UIF grant.

8.11.3 Including incapacity management in your overall HIV/AIDS strategy

Your strategy should include:

- A definition of "incapacity" as well as symptoms that would make the employee unable to work
- How your company will manage incapacity due to HIV/AIDS
- How incapacitated employees can access some form of income i.e. can they claim from your company's pension or provident fund?
- If your company does not have a pension/provident fund, you should include details on how your company will help incapacitated employees get a UIF grant. (i.e. finding out about the nearest UIF office, how the money can be claimed, etc.)

8.11.4 Contact guide

For information on managing incapacity and recognising AIDS symptoms that would make the employee unable to work, please refer to the resources list at the end of this handbook.





9 HIV/AIDS monitoring and evaluation tools

Before actioning your HIV/AIDS strategy or any programme, you first need to know what the issues of concern are. Then once you have identified these issues, and you action the appropriate programme(s), you need to **monitor** or check how things are progressing.

Finally, once you have completed a programme, you need to be able to **evaluate** or examine its impact and value.

For example, if you have run an HIV/AIDS education and training programme, you'll need to know if more of your employees are using condoms, if they know more about HIV/AIDS and whether they have changed their attitudes towards people living with HIV/AIDS etc.

What is monitoring?

Monitoring involves checking the progress of a programme or a strategy on a daily routine basis.

What is evaluation?

Evaluation is about examining what you have achieved, and the impact of your programme(s) or strategy.

Remember, effective monitoring and evaluation is nothing more or less than an open and critically reflective communication process that will help you improve your HIV/AIDS strategy and activities, and strengthen relationships between people.

Why recording and reporting? Your senior management, shareholders and other stakeholders may well require information on your processes, programmes and findings in writing. Be it for the purpose of ensuring good governance, legal compliance, your annual report or any other reason.

Even if they don't require this information, this information is important when planning or revising your HIV/AIDS strategy and workplace policy.

Types of monitoring and evaluation tools

There are a number of ways of monitoring and evaluating your HIV/AIDS strategy. These include:

- An organisational HIV/AIDS needs assessment
- An organisational impact assessment
- An organisational prevalence survey
- A Knowledge, Attitude, Practices (KAP) survey

This section gives you more information on these tools, all of which are colour-coded to give you an idea of the cost and effort involved.

Please note: To check if your strategy is relevant and to evaluate the impact of your strategy, each of these assessments or surveys should ideally be repeated every 1 - 2 years. If this is not practical for your company, repeat the appropriate assessment/survey as often as possible.

Contact guide

For more information on any of these assessments or surveys, and consultants who specialise in the questionnaire design, implementing the survey, and reporting on the findings, please refer to the resource list at the end of this handbook.



9.1 Tool 1: Organisational HIV/AIDS needs assessments

Low cost, high effort

9.1.1 Why this tool?

An organisational HIV/AIDS needs assessment will help you identify your employees' needs regarding a range of HIV/AIDS issues. What it involves is developing a structured questionnaire for all employees to complete, analysing the results and reporting on the findings.

Please note: This assessment could be combined with an organisational HIV/AIDS impact assessment, HIV/AIDS prevalence testing and a KAP survey (These are described in this section).



Tip: Employees will feel more comfortable completing the questionnaire if they can do so anonymously.

9.2 Tool 2: Organisational HIV/AIDS impact assessments

High cost, high effort

9.2.1 Why this tool?

This is a way in which you can assess the impact of HIV/AIDS on:

- Productivity
- Absenteeism
- Your medical aid and pension/provident fund premiums, etc.

If you use this tool, you need to be clear about:

- What you expect from this assessment
- How it will be structured
- When it will be conducted, etc.





9.3 Tool 3: Organisational HIV/AIDS prevalence surveys

High cost, high effort

9.3.1 Why this tool?

Organisational HIV/AIDS prevalence surveys give you a pretty good idea of **how many** of your employees are HIV positive, **not who**. With this knowledge, you can gauge the potential impact of HIV/AIDS on your company, and use the results when planning your company's short-, medium- and long-term strategy.

9.3.2 What does an HIV/AIDS prevalence survey involve?

An HIV/AIDS prevalence survey involves testing the saliva of at least 70% of all employees, across the board. Their names are not attached to their saliva samples, but the samples can be divided into age groups, male and female, or according to the structures/divisions of your company, etc.

9.3.3 Guidelines for implementing an HIV/AIDS prevalence survey

Due to the sensitive nature of this survey, it's imperative that you do it correctly and follow the correct procedures. To help you, use the following as a guide:

- Be clear about why you want to conduct a prevalence survey.
- Know how you will segment your sample.
- Know how the survey results will be used and to whom they will be communicated
- When you will conduct the survey.
- Use independent, external qualified consultants to handle and monitor the sampling, and give detailed reports with recommendations.
- Consult the unions, get their buy-in and keep them informed about when you're doing the survey and the results.
- Make the process totally transparent to all employees.
- Get all employees' informed consent – remember, no-one can be forced to participate.



Tip: Remember, to gain everyone's acceptance and co-operation, you need to make everyone aware of the benefits of conducting such a survey. People also need to be aware of the anonymity factor.





Understanding informed consent

Informed consent is about ensuring people have a complete understanding of a process e.g. a prevalence survey, **before** they agree to participate and sign any forms. If a person is illiterate or their English is poor, we recommend you get peer educators, counsellors, your HR staff or co-workers to help them.

9.3.4 Benefits of HIV/AIDS prevalence surveys

The benefits of conducting an HIV/AIDS prevalence survey are:

- It gives you an idea of the number of HIV infections in your company and your company's future skills losses and shortages.
- Depending how you segment your sample, you can find where you have HIV infections i.e. in what divisions or levels of your company and/or age groups and/or gender groups you have any or a high infection rate.
- When you have these infection rates you can:
 - plan for absenteeism, compassionate leave, retirement due to incapacity and recruitment and training of new staff
 - work out the cost impact of HIV/AIDS on your company
 - make fairly accurate projections regarding your company's short- and medium-term productivity, profitability, etc
 - develop a comprehensive HIV/AIDS strategy with appropriate programmes and interventions
- If you have already implemented any kind of HIV/AIDS prevention programme, an HIV/AIDS prevalence survey will help you evaluate the effectiveness/impact of your programme.



Tip: To get employee and union buy-in to your prevalence survey, the benefit that is most relevant to them is your development of an HIV/AIDS strategy that prevents the spread of HIV/AIDS amongst employees, and includes appropriate forms of care and support.

9.3.5 Prevalence testing amongst your target market and suppliers and partners

While this is a complicated process, knowing the prevalence of HIV/AIDS amongst your target market will give you an idea of the impact of HIV/AIDS on your revenue. Similarly, knowing the prevalence of HIV/AIDS amongst your suppliers and partners will give you an idea on their capacity and ability to continue delivering their services/products to your company.





9.4 Tool 4: Knowledge, Attitudes and Practices surveys

High cost, high effort

9.4.1 Why this tool?

A Knowledge, Attitudes and Practices (KAP) survey gives you information on the following:

- Your employees' current knowledge and understanding of HIV/AIDS
- Their attitudes towards HIV/AIDS and people living with HIV
- Their lifestyles and their sexual practices

When you have this information, you will know what issues your HIV/AIDS strategy needs to address. If you have already implemented any kind of HIV/AIDS training and education programme, conducting a KAP survey one or two years later will help you evaluate the effectiveness of your programme

9.4.2 What does a KAP survey involve?

Basically, a KAP survey involves the following:

- Getting a sample of employees to complete a structured questionnaire. It also could include running focus groups i.e. structured group discussions
- Assessing the results and reporting on the findings
- Integrating the findings into your HIV/AIDS strategy



Tip: Remember that your sample must be representative of all your employees and be large enough to be statistically valid. Also remember, that employees can complete the questionnaire anonymously. Telling them this will encourage them to participate.

9.4.3 Benefits of conducting a KAP survey

The findings will help you:

- Develop an appropriate and relevant HIV/AIDS training and education programme
- Measure your employees' knowledge, attitudinal and behaviour changes that result from your HIV/AIDS training and education programme
- Know the future direction and focus of your HIV/AIDS training and education programme – remember, education and training is not a once-off event but an ongoing flexible and evolutionary process
- Evaluate the effectiveness of your overall HIV/AIDS strategy

9.4.4 KAP guidelines

If you don't outsource your KAP survey to an external HIV/AIDS consultant, you need to:

- Structure a questionnaire
- Structure a focus group guideline – remember, your focus groups should be moderated by a professional moderator who should preferably be outsourced – your employees will not be comfortable talking to a staff member about the issues involved
- Assess the results and write a report on the findings, key areas of concern and your recommendations

With this information, you can then develop or change your HIV/AIDS education and training programme.



9.5 Tool 5: Monitoring and recording sick and compassionate leave

Low cost, high effort

9.5.1 Why this tool?

By monitoring and recording the amount of sick leave and compassionate leave all your employees take, you'll be able to pick up trends that are most probably associated with the impact of HIV/AIDS.

If you do use this tool, ensure you make someone responsible and accountable for doing it.

9.6 Tool 6: Key Performance Indicators

Low cost, high effort

9.6.1 Why this tool?

Key performance indicators (KPIs) are like tasks on a check list. You can tick them off once you have completed them and so monitor, record and report your progress.

In terms of your HIV/AIDS strategy, your KPIs could be things like condoms distributed, number of employees trained, VCT actioned, etc.

Whatever KPIs you use, make sure they are linked to your short-, medium- and long-term goals and that each KPI is given to someone who will be responsible and accountable for the delivery.

9.6.2 KPIs recommended by the The Global Reporting Initiative

The Global Reporting Initiative (GRI) has recently developed guidelines for voluntary disclosure of HIV prevalence in companies as well as HIV impact on companies.

When reporting on your company's response to HIV/AIDS, the GRI recommends that you use a comprehensive set of indicators in the following categories:

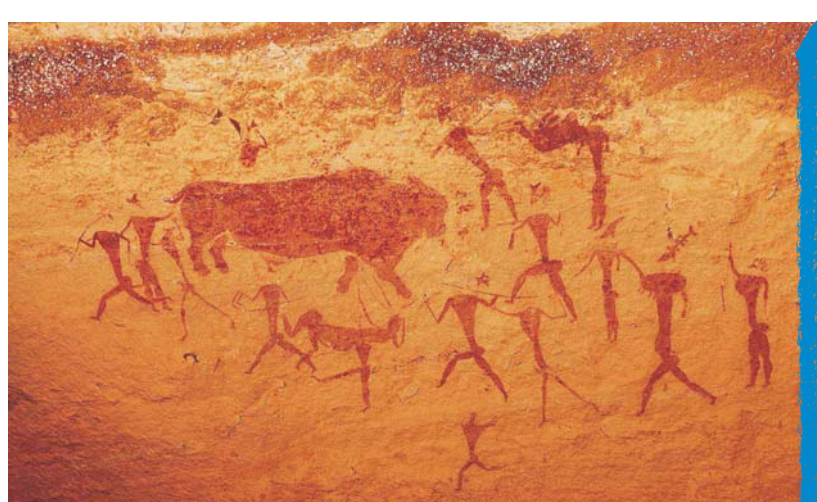
- Good governance: This involves policy formulation, strategic planning, effective risk management, and stakeholder involvement.
- Measurement, monitoring and evaluation: This involves the prevalence and incidence of HIV/AIDS in your company, as well as actual and estimated costs and losses.
- Workplace conditions and HIV/AIDS management.
- The depth, quality and sustainability of your HIV/AIDS strategy.





Global Reporting Initiative – Indicators

Indicator	Response
1. Does your company have an HIV/AIDS policy? If yes, please attach a copy.	Yes/No
2. Does your company have a strategy for managing the current and future impact of HIV/AIDS on your company?	Yes/No
3. Has your company involved all stakeholders in the planning and implementation of your response to HIV/AIDS?	Yes/No
4. Has your company's HIV/AIDS prevalence rate been established?	Yes/No
5. Approximately how much has HIV/AIDS cost your company this year in terms of: 5.1 The cost of programmes in questions 6 – 9 below? 5.2 Other costs/losses arising from HIV/AIDS?	R..... R.....
6. Does your company run HIV/AIDS awareness/education/ training programmes for employees?	Yes/No
7. Does your company offer employees a VCT service?	Yes/No
8. Does your company do any of the following? 8.1 Run a behaviour change counselling programme 8.2 Offer STI treatment services 8.3 Distribute male condoms 8.4 Distribute female condoms	Yes/No Yes/No Yes/No Yes/No
9. Does your company help employees who are AIDS sick?	Yes/No
10. Does your company provide ART to HIV positive employees, or those who are AIDS sick?	Yes/No





Tools for educating your guests about HIV/AIDS

10 HIV/AIDS information for your guests

Low cost, low effort

Research shows that many companies in the tourism and hospitality sector do not realise how South Africa's HIV/AIDS epidemic impacts on their guests/clients.

Given the high-risk nature of the tourism and hospitality sector, as well as most tourists' ignorance about HIV/AIDS, it's important that you make your guests/clients aware of the facts, especially the facts about HIV/AIDS transmission. In short, we're talking about basic HIV/AIDS education and the need to practice safe sex.

10.1 Tool 1: Empowering your employees to educate guests

10.1.1 Why this tool?

If a guest/client asks an employee about HIV/AIDS, or is sexually interested in an employee, that employee needs to know how to respond appropriately.

10.1.2 How to empower your employees

To help your staff respond to guests'/clients' questions or sexual requests, your training should include:

- The facts about HIV/AIDS transmission (refer to page 4 – 5)
- The importance of using condoms
- Their right to refuse a guest's/client's sexual advances
- Role-playing exercises in which they practice responding to guests'/client's questions and sexual requests

10.1.3 Contact guide

For information on training consultants and training materials, please refer to the resource list at the end of this handbook.





10.2 Tool 2: Distributing HIV/AIDS information leaflets

10.2.1 Why this tool?

Many guests may be too embarrassed to ask questions and so would prefer to read about HIV/AIDS in their own time and space.

10.2.2 HIV/AIDS information guidelines

You'll see that we have included three guidelines. Depending on the nature of your business, use the appropriate one either as is, or adapt it as you see fit.

Guideline 1 – Accommodation:

If you have a hotel, bed & breakfast, guesthouse, self-catering establishments, back-packers hostel, etc.

Leaflet headline: **Important information on HIV/AIDS**

Leaflet body copy: HIV/AIDS is prevalent globally, including South Africa.

There are **only** three ways in which HIV is passed from one person to another. These are:

- 1) By having unprotected, penetrative sex (anal and vaginal) i.e. not using a condom with a person who is HIV positive. Please note, oral sex is considered a high risk practice.
- 2) Getting HIV infected blood into your blood stream. This can happen by using unsterilised needles, razor blades, dental equipment, etc. It can also happen through blood transfusion, however in South Africa all blood is tested for HIV before it is used.
- 3) From an HIV positive mother to her baby before and during birth and when breastfeeding.

You cannot get HIV from...

- Kissing
- Sharing eating utensils
- Eating food prepared by an HIV positive person
- Eating food served by an HIV positive person
- Sharing bathrooms or toilets
- Sneezing
- Hugging
- Social contact
- Condoms
- Contact sport
- Mosquitoes
- Swimming pools

For your protection and convenience ...

(Use or adapt any of the following)

... you'll find complimentary condoms in your bathroom

... please remember that we sell condoms at our guest shop

... please ask reception/room service to leave condoms in your room



Tip: You could enclose this leaflet in a folder placed in guests' rooms. Alternatively, stick it on the back of bathrooms doors, or on toilet cubicle doors of your public toilets.



Guideline 2 – Tour Operators:

If you are a tour operator, or offer guided tours etc.

Leaflet headline: Important information on HIV/AIDS

Leaflet body copy: HIV/AIDS is prevalent globally, including South Africa.

There are **only** three ways in which HIV is passed from one person to another. These are:

- 1) By having unprotected, penetrative sex (anal and vaginal) i.e. not using a condom with a person who is HIV positive. Please note, oral sex is considered a high risk practice.
- 2) Getting HIV infected blood into your blood stream. This can happen by using unsterilised needles, razor blades, dental equipment, etc. It can also happen through blood transfusion, however in South Africa all blood is tested for HIV before it is used.
- 3) From an HIV positive mother to her baby before and during birth and when breastfeeding.

You cannot get HIV from...

- Kissing
- Sharing eating utensils
- Eating food prepared by an HIV positive person
- Eating food served by an HIV positive person
- Sharing bathrooms or toilets
- Sneezing
- Hugging
- Social contact
- Condoms
- Contact sport
- Mosquitoes
- Swimming pools

For your protection and convenience ...

(Use or adapt any of the following)

... please find enclosed complimentary condoms

... feel free to ask your *(Name of your company)* tour guide for condoms.

... please remember you can always buy condoms from your *(Name of your company)* tour guide or *(A venue such as your check-in counter)*.



Tip: In your business, this information could be used verbally. Alternatively, you could enclose a leaflet in clients' information/itinerary packs.





Guideline 3 – Food and Beverage Services:

If you own a restaurant, bar, coffee-shop, take-away, club etc,

Leaflet headline: **Important information on HIV/AIDS**

Leaflet body copy: HIV/AIDS is prevalent globally, including South Africa.

There are **only** three ways in which HIV is passed from one person to another. These are:

- 1) By having unprotected, penetrative sex (anal and vaginal) i.e. not using a condom with a person who is HIV positive. Please note, oral sex is considered a high risk practice.
- 2) Getting HIV infected blood into your blood stream. This can happen by using unsterilised needles, razor blades, dental equipment, etc. It can also happen through blood transfusion, however in South Africa all blood is tested for HIV before it is used.
- 3) From an HIV positive mother to her baby before and during birth and when breastfeeding.

You cannot get HIV from...

- Kissing
- Sharing eating utensils
- Eating food prepared by an HIV positive person
- Eating food served by an HIV positive person
- Sharing bathrooms or toilets
- Sneezing
- Hugging
- Social contact
- Condoms
- Contact sport
- Mosquitoes
- Swimming pools

For your protection and convenience ...

(Use or adapt any of the following)

... please feel free to help yourself to our complimentary condoms

... please remember you can always buy condoms from a (Name of your company) waitron or the bar



Tip: In your business, it's really important that your employees know how to answer your clients' questions/queries regarding HIV/AIDS. You can of course stick leaflets onto the doors of your toilet cubicles.





11 HIV/AIDS and your community

Like all other business sectors, your business does not operate in isolation from the community or population living and/or working close by. That's because:

- Some of your existing or prospective employees and guests/clients may come from the local community.
- You may buy goods or services from businesses operating in your local community.
- The growth of your business, or other tourism and hospitality businesses in your area, may be influenced by the socio-economic growth of your local community.

In short, you and your local community have some kind of interdependent relationship. This is why your HIV/AIDS strategy should ideally include a community outreach programme. Remember, you don't need to spend a lot of money doing this.



Tip: If you speak to your employees about a community outreach programme, you may well find that many will be willing to help.

11.1 Tools for reducing the impact of HIV/AIDS on your local community

You could do any of the following:

- Extend your HIV/AIDS education and training programmes to family members and/or friends of employees and the community.
- Encourage your employees to bring their families to your HIV/AIDS education and training sessions.
- Distribute condoms and information leaflets to your employees' families, friends and/or the community.
- Offer family members and/or friends of employees and/or the community a counselling service.
- Make VCT available to your employees' families and/or friends and/or the community.
- Develop a community peer education training programme.
- Support local HIV/AIDS charities, orphanages, homes, etc – your support doesn't have to be financial, you could donate food that is about to expire, linen that's too shabby for guests, clothing, books, toys, furniture etc. You'll be amazed at what your staff bring from their own homes.
- Offer your local HIV/AIDS home-based care NGO free training or donate home-based care kits for the terminally ill.
- Provide ARVs to HIV positive pregnant women in the community.
- Provide the community with an STD treatment service.
- Network with community HIV/AIDS organisations that work in your area – find out what's needed, what they're doing and get involved.

11.2 Contributing to the hospitality and tourism sector's fight against HIV/AIDS

There are a number of ways in which you can contribute to the sector's fight against HIV/AIDS. These include:

- Extending your HIV/AIDS programmes to small establishments or tour operators located in historically disadvantaged areas.
- Donating some of your Corporate Social Responsibility funds to small operators who cannot afford to action any HIV/AIDS programmes.
- Working as a co-op with other tourism and hospitality companies in your area and pooling your resources to help SMME tourism enterprises.



12 resource list

If you need any help with your HIV/AIDS strategy, actioning any of the tools mentioned in this handbook, or any HIV/AIDS related information, please contact any of the organisations listed here.

12.1 For training and information specific to the tourism and hospitality sectors

Theta accredited training providers 011 803 6010
www.theta.org.za

12.2 For condoms and condom dispensers

Provincial Departments of Health (HIV/AIDS Directorates / Co-ordinators) www.doh.gov.za :

Western Cape	021 483 8698
Northern Cape	053 830 0764
North West	018 387 2600
Limpopo	015 293 6000
Gauteng	011 355 3394
Mpumalanga	013 766 3429
Free State	051 448 2878
KwaZulu-Natal	033 341 4000
Eastern Cape	040 609 3577/3960

AIDS Training Information and Counselling Centres (ATICCs):

Cape Town	021 763 5320/1/2/3
Durban	031 300 3104
East London	0431 342 096
Johannesburg	011 725 6711
Nelspruit	013 759 2167
Pietermaritzburg	033 345 0789
Pietersburg	015 290 2363
Port Elizabeth	041 506 1415
Pretoria (Mmamelodi)	012 358 5562
Queenstown	045 182 2233
Qwa Qwa	058 713 2573
Welkom	057 353 3029
Witbank	013 690 6204

Other:

Society for Family Health (subsidised condoms and vending machines)	011 482 1427
Condocan	011 786 6492
Condotainer	011 452 1101





12.3 For immediate counselling and advice contact

HIV/AIDS Helpline	0800 0123 22
Life Line (<i>National</i>)	0861 322 322
National Association of People living with HIV/AIDS (NAPWA)	011 422 4242

12.4 For legal assistance

AIDS Consortium	011 403 0265	
AIDS Law Project	011 717 8600	www.hri.ca/partners/alp
AIDS Legal Network	021 423 9254 021 447 8435	
South African Human Rights Commission	011 484 8300 041 582 4094/2611 031 304 7323/4/5 015 291 3500/3504 021 426 2277	
HIV/AIDS Treatment Action Campaign	021 758 3507	
Legal Aid Board	011 887 2000	
Legal and Human Rights Programme	0331 421 130	

12.5 For educational information

AIDS Action Office, Beyond Awareness Campaign, Department of Health <i>(provides a wide range of free materials including multilingual leaflets, posters, stickers, resource guides and red ribbon badges).</i>	011 355 3394
Red Ribbon Resource Centre <i>(provides a wide range of free materials including multilingual leaflets, posters, booklets, etc)</i>	011 880 0405 www.aidsinfo.co.za
AIDS Helpline <i>(provides free 24-hour information and counselling on HIV/AIDS and related issues)</i>	0800 0123 22
Film Resource Unit <i>(stocks videos on HIV/AIDS)</i>	011 838 4280/1

AIDS training, information and counselling centres (Department of Health):

Cape Town	021 763 5320/1/2/3
Durban	031 300 3104
East London	0431 342 096
Johannesburg	011 725 6711
Nelspruit	013 759 2167
Pietermaritzburg	033 345 0789
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Mpumalanga	013 766 3429
Free State	051 448 2878
KwaZulu-Natal	033 341 4000
Eastern Cape	040 609 3577/3960

12.6 For industrial theatre

Hecate	011 326 2054
Raintree	011 325 5535
African Research and Educational Puppetry Programme	011 483 1024

12.7 For presentations

National Association of People Living with HIV/AIDS (NAPWA)	011 422 4242
Old Mutual – I have hope Peer Group Project	021 509 3061
Metropolitan Life – EduAIDS Project	021 940 6121

12.8 For peer education training

AIDS Education and Training	011 726 1495
MX Health Institute	012 673 8640

12.9 For universal precautions when administering first aid

St. Johns Ambulance	011 646 5520
South African Society of Occupational Medicine	012 667 5160

12.10 For the treatment of STDs

AIDS Management and Support Dr Clive Evian	011 786 6492
Department of Health HIV/AIDS & STDs Directorate	012 312 0129
STD Reference Centre – South African Institute of Medical Research	011 489 9492

12.11 For HIV testing

Department of Health HIV/AIDS & STDs Directorate	012 312 0121
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12.12 For healthcare

South African Society of Occupational Medicine	012 667 5160
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12.13 For TB treatment

Department of Health HIV/AIDS & STDs Directorate	012 312 0121
South African National Tuberculosis Association (SANTA)	011 454 0260
TB Alliance DOTS Support Association (TADSA)	021 918 1556
TB Care Association	021 400 4613

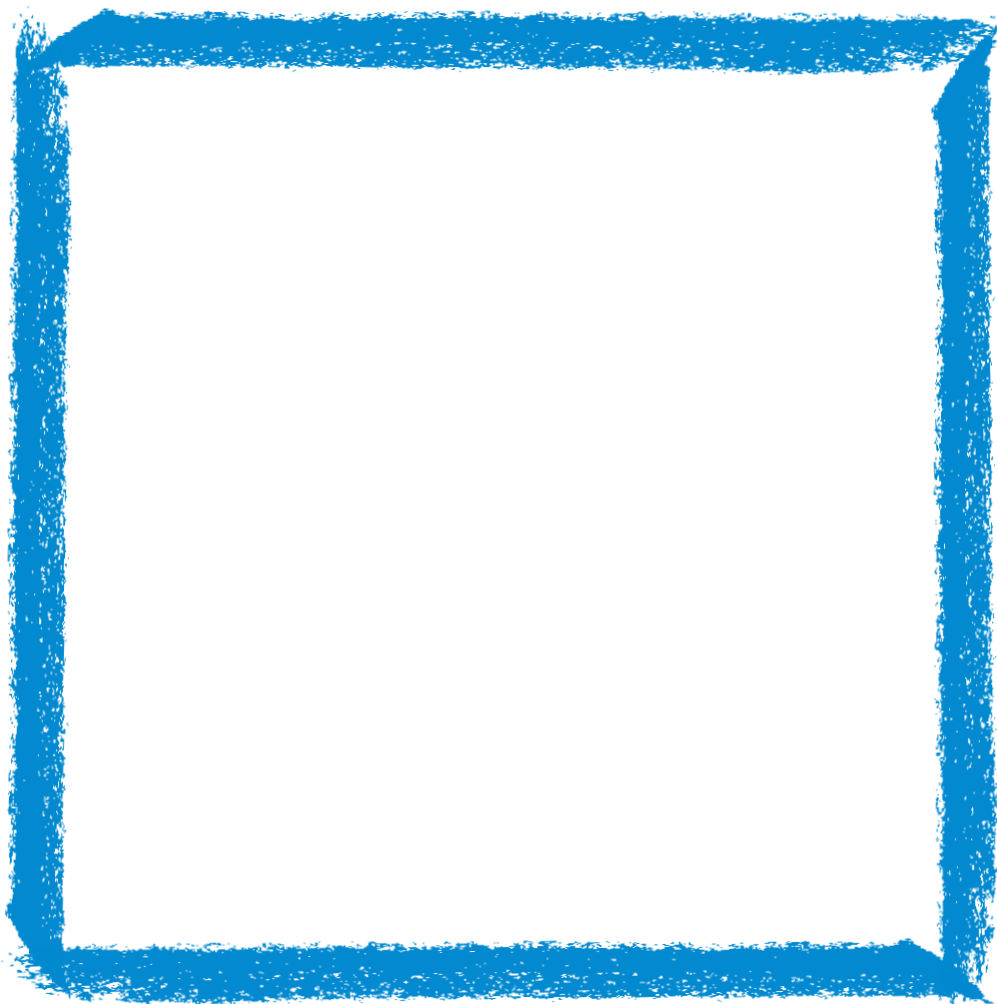
12.14 For Hospice / home-based care

Hospice Association of South Africa	021 531 2094
Red Cross Society	021 797 5360

12.15 For networking and general business resources

South African Business Coalition on HIV/AIDS (SABCOHA) <i>(useful site with all the information you may need as a business operator – has links to other useful sites as well)</i>	www.sabcoha.co.za
The Red Ribbon <i>(Run by Metropolitan – wide range of useful news and information)</i>	www.redribbon.co.za
Health Economics and HIV/AIDS Research Division (HEARD) <i>(University of Natal – research information on the economic, development and social impacts of HIV/AIDS)</i>	www.und.ac.za/und/heard
South African AIDS Directory <i>(Facilitates networking and referral)</i>	www.aidsdirectory.co.za
Department of Health <i>(Downloadable HIV/AIDS awareness material and everything you need to know about HIV/AIDS)</i>	www.aidsinfo.co.za





Disclaimer: The information contained in this handbook is of a general nature and should not be construed as legal, medical or other professional advice nor should it be relied on as a substitute for legal, medical or professional advice. Readers seeking more information or advice are strongly advised to seek professional advice before taking action.

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DEPARTMENT OF
ENVIRONMENTAL AFFAIRS
& TOURISM



Grant Thornton 



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