THE 2008 GBC AWARDS FOR BUSINESS EXCELLENCE

THE BEST IN BUSINESS ACTION
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**JUDGES’ PROFILES** 58
Business is indispensable in the fight against HIV/AIDS, tuberculosis, and malaria. The reach, infrastructure, and competencies of the private sector—honed amid the demands of global competitiveness—are powerful assets.

Of course, it’s people who create programs and achieve success. Commitments come from CEOs and boards of directors. They come from people at all levels who care about the cause. Business is critical to the fight largely because of people’s talents, creativity, and know-how.

The 2008 GBC Awards for Business Excellence are earned by companies that have demonstrated extraordinary commitments, actions, and results. These companies have had exceptional successes in putting their assets to work in the fight against three of the greatest threats of our time. These companies are having real impact on improving the lives of people and communities around the world.

So congratulations to the winners. Let’s celebrate their success. Let’s learn from them. The problems are not insurmountable, but there is much more we need to do.
ABOUT STANDARD BANK GROUP S.A.

Standard Bank is a South African-based financial services company with a global presence. It operates in 16 countries in Africa and 20 countries on other continents. The Group’s operations include personal and business banking, corporate and investment banking, investment management, and life insurance.

THE WINNING PROGRAM

The comprehensive and integrated nature of Standard Bank’s HIV/AIDS Management program makes it exceptional. Rolled out in 2002, it is now the most comprehensive in Africa. By incorporating its HIV/AIDS program into its larger workplace wellness strategy, the Bank reaches nearly 40,000 employees across 16 African countries, as well as their immediate families, and has succeeded in stabilising HIV prevalence in its workplace.

After conducting a baseline survey of employees’ knowledge, attitudes, perceptions and behaviors (KAPB), Standard Bank realised that stigma would be a significant barrier to a successful HIV/AIDS workplace program. To address this, the Bank integrated HIV/AIDS into its Life-Threatening Diseases Policy, protecting staff from discrimination, and trained managers and internal Wellness Champions on HIV/AIDS.

The Bank provides its employees free access to vital health support services, such as on-site clinics (in South Africa), voluntary counseling and testing (VCT), subsidised special care programs for HIV-positive employees, and education and awareness campaigns. It also encourages employees to become “Wellness Champions”—peer educators who are knowledgeable, and can be vocal, on HIV/AIDS issues. This multifaceted approach encourages employees to get tested and, if they test positive, to take advantage of counseling and treatment.

CRITICAL SUCCESS FACTORS

Comprehensive Educational Programming in the Workplace

Through the Bridges of Hope program, Wellness Champions act as peer educators in the workplace, encouraging their co-workers to get tested and manage the virus effectively should they test positive. A number of other platforms contribute to the comprehensive nature of the Bank’s program: a “Know Your Status” campaign via internal bank television and the staff magazine, and training for management on HIV/AIDS.

Central Management Training

Management and senior staff are educated about the Bank’s policy through its Global Leadership Centre, a world class in-house center offering development and training courses for executive staff, as well as through other resources such as independent counseling and services.

BROADLY APPLICABLE PRINCIPLES

Addressing Gender Reduces Risk Factors for Women

The Bank provides employees and their families access to family planning services and information about sexually transmitted infections and mother-to-child transmission of HIV. Efforts also address domestic violence, a significant factor in the high prevalence of HIV, especially among South African women.

Internal HIV/AIDS Champions Reduce Stigma

By leveraging 715 trained peer educators—Wellness Champions—the Bank has been able to effectively spread messages about HIV testing and treatment to the bank’s nearly 40,000 employees through open discussion of the disease.

Websites:

http://www.standardbank.co.za

WINNER: COMPREHENSIVE WORKPLACE PROGRAMS

WEBSITE: www.standardbank.co.za

In 2001, Standard Bank began developing an HIV/AIDS policy, surveying its staff to help steer the program’s direction. The company now provides an HIV/AIDS nondiscrimination policy, a temporary and total incapacity benefit, peer education, on-site clinical and family planning services, VCT, regular health-risk assessments of employees, and HIV/AIDS treatment.

Goals

To ensure all Standard Bank staff are encouraged to ‘know their status,’ reduce stigma and ignorance around health in general and HIV/AIDS specifically, and ensure HIV positive staff access to proper treatment and monitoring.

Program Scope

The program not only affects Standard Bank’s 39,800 African employees, but also their immediate families—reaching a total of 160,000 people. The Bank now has 450 Wellness Champions in South Africa, and 265 Champions from the rest of Africa. Standard Bank’s HIV/AIDS Workplace Programme is implemented and managed by the Corporale Health department, based at the Group’s head quarters in Johannesburg. It currently spends ZAR60 million a year on its Wellness Programme.

Outcomes

- Standard Bank’s research indicates that by keeping senior staff and management healthy, thereby avoiding high turnover, it saves between ZAR300,000 ($40,000) and ZAR750,000 ($100,000) per senior employee each year.
- Bankmed, Standard Bank South Africa’s official medical aid, facilitated the taking of health risk assessments with 16,000 Standard Bank staff members in 2006 and 15,000 the following year.
- The temporary and total incapacity (TTI) benefit enables individuals to receive 75% of their normal income (for up to 24 months) for the time it takes them to recuperate. In the first half of 2007, 23% of all TTI cases were HIV related.
East African Breweries Limited provides a comprehensive workplace program to its employees and their immediate families and its supply chain. Voluntary counseling and testing (VCT) services are available on-site, and are provided as part of the company’s commitment to reducing infection and providing the necessary care and support. The company works with a number of local NGOs to support its efforts.

Goals
To reduce the impact of HIV/AIDS on EABL staff, their dependants and the community through the promotion of VCT, prevention education and the provision of treatment for HIV positive employees and their families.

Program Scope
EABL’s workplace program reaches its 827 employees as well as their spouses and dependents, providing prevention, treatment and care for approximately 3,246 individuals in the EABL family. The program leverages the reach of 35 peer educators to promote positive attitudes towards HIV/AIDS. Awareness-raising materials and condoms are also distributed to on-site contractors.

Outcomes
- A full range of treatment services for HIV and opportunistic infections reaches 3,246 people within the EABL family. All of these recipients receive treatment services for life, regardless of employment status with EABL.
- Through several workplace platforms, including regular training days, the company distributes a total of 6,000 condoms each month to employees and their spouses.

ABOUT EAST AFRICAN BREWERIES LIMITED
East African Breweries Limited (EABL), a subsidiary of Diageo, is East Africa’s leading branded alcohol beverage business. EABL has breweries, distillers, and support industries in a distribution network that reaches across the region. The company currently has 827 employees.

THE COMMENDED PROGRAM
EABL’s workplace program is one of the most comprehensive and holistic in the region. Since 1996, when EABL put its first employee on ARV treatment, the company has worked to refine its workplace program—now providing treatment and care for both HIV/AIDS and opportunistic infections and guaranteeing such support to employees and their dependents for life.

Along with the provision of lifelong treatment and care, the EABL program offers prevention, education and awareness campaigns to all employees and dependents, engaging its staff and management who then serve as peer educators. By developing its internal capacity through a dedicated company-wide training day for employees and their families, EABL is able to deliver critical HIV/AIDS services.

With close support and collaboration with parent-company Diageo, EABL is able to implement and enforce its workplace policy—which encourages a non-discriminatory environment, supports testing, and maintains confidentiality. EABL’s program was designed based on the results of a knowledge, attitude and practice (KAP) survey, which highlighted the needs of employees relating to HIV prevention.

CRITICAL SUCCESS FACTORS
Treating Opportunistic Infections and Supporting Nutrition
EABL not only provides testing and treatment for HIV, but also addresses opportunistic infection prevention and nutritional support. By addressing these issues, EABL maintains a holistic approach to the management of HIV/AIDS and effectively reduces absenteeism by HIV positive employees and safeguards their long-term health.

Providing ARV Therapy to Employees and Dependents for Life
ARV therapy is a lifelong necessity without which, an HIV positive individual has little chance of surviving. Recognizing this fact, EABL guarantees access to ARV therapy for all employees and their dependents for life, effectively reducing the financial and psychological burden on employees’ families. To date, several EABL employees have passed away, yet their HIV positive spouses still continue to receive ARV therapy from the company.

BROADLY APPLICABLE PRINCIPLES
Training Senior Managers Increases Internal Buy-In
EABL uses the support network of Diageo to develop special leadership training sessions with managers and shop stewards in order to ensure buy-in from company leaders on its HIV/AIDS program. Through these trainings senior managers become well-versed on company policy, areas of intervention and general facts about HIV prevention, treatment and care.

Dedicated Family Days Expand Program Scope
Through special family days, EABL is able to reach the spouses and dependents of its employees with important HIV/AIDS messages. These days include a variety of educational activities designed to help participants understand the risk of HIV transmission, methods for prevention, and the treatment and care available under EABL’s policy.
ABOUT ACCOR

Accor, the European leader and a major global group in hotels, as well as the global leader in services to corporate clients and public institutions, operates in 90 countries with 150,000 employees. The company offers nearly 500,000 rooms in more than 4,000 hotels.

THE COMMENDED PROGRAM

What sets Accor’s workplace program apart is the reach of its advocacy efforts - going beyond the company’s workforce to its customers—and its leadership in an industry that has been slow to engage in the global fight. In the company and its subsidiary operations in highly-affected countries, such as South Africa, prevention, education and awareness remain the key areas of focus through dissemination of HIV-specific posters and free distribution of condoms in hotel rooms.

Accor’s HIV/AIDS strategy includes individualized action plans in 19 African countries. These action plans provide awareness-raising programs to prevent HIV transmission among employees, increase voluntary counselling and testing (VCT) uptake, distribute condoms on hotel premises, and treat and care for employees living with HIV. Employee training is also conducted across sub-Saharan Africa, utilizing a network of 150 peer educators. The company’s advocacy efforts have resulted in 100 percent of all Accor employees in South Africa participating in voluntary HIV testing.

CRITICAL SUCCESS FACTORS

Creating a DVD Toolkit for Management Training
In order to increase and extend its engagement country by country, Accor rolled out an HIV/AIDS toolkit for the workplace called “ACT-HIV.” The DVD-ROM aims to be distributed to operations managers to help them better implement localized HIV/AIDS programs. ACT-HIV outlines an implementation strategy to incorporate HIV/AIDS prevention and awareness in the workplace. Managers are encouraged through the DVD-ROM to contact local HIV/AIDS organization to assist them with workplace education. ACT-HIV is now being distributed to other companies through the Travel and Tourism Industry Dialogue.

Adapting Programs to Local Public Health Conditions
By adopting action plans for each country in which it operates, Accor has effectively localized its HIV/AIDS program. In its operations in Brazil, for example, where HIV treatment is provided free by the government, the company provides ARV therapy to fill the gap between the time an employee tests HIV positive and when the government begins providing treatment. By eliminating this lag time, the company ensures that patients begin receiving consistent treatment at the earliest possible opportunity.

BROADLY APPLICABLE PRINCIPLES

Targeting Customers Increases Program Scope
By targeting its customer base in affected regions, Accor has dramatically increased the scope of its HIV/AIDS program. In most of Accor’s hotels throughout sub-Saharan Africa, condoms and HIV/AIDS information are provided free in hotel rooms.

Engaging Industry Peers Maximizes Impact
The company has played a leading role in the creation of a travel and tourism working group called the Travel and Tourism Industry Dialogue (TTID), sharing its best practices and digital resources with other players in the industry and catalyzing business leaders to act thereby deepening the impact of its work. The TTID now encompasses 14 member businesses in 2008.
Telkom combats HIV/AIDS among its employees and their families through the Thuso HIV/AIDS Workplace Program, which provides them with education, awareness, testing, and treatment. The company’s successful campaigns have encouraged many of its employees to undergo voluntary counseling and testing (VCT) and many of those individuals who tested HIV positive have subsequently accessed treatment programs.

**Goal**
To significantly reduce the risk of HIV/AIDS for Telkom’s employees and support and care for HIV infected and affected employees—as well as their spouses, dependents and children.

**Program Scope**
The Thuso HIV/AIDS Workplace Program reaches all of Telkom’s more than 30,000 employees and their families—more than 70% of whom live in regions with HIV prevalence rates higher than 30%. The VCT program rotates regularly, reaching each of the company’s 1,674 sites, yards and buildings every 12-15 months.

**Outcomes**
- 65% of spouses and partners of Telkom employees have taken an HIV test and knows his/her status.
- Since the VCT program inception in 2004, 19,896 of 31,720 employees have been tested. 568 were found to be HIV positive.
- 81.1% of HIV positive employees take part in the Chronic Disease Management Program at Telkom or government programs. 61 spouses and 4 children are also registered.
- Since the inception of the Thuso 24/7 Call Center, 13,813 calls have been handled, dealing with case management, VCT follow-up and personal health advice.

**CRITICAL SUCCESS FACTORS**

**Integrating VCT into General Health Screenings**
By incorporating the VCT program into health and wellness interventions that are planned, designed and implemented based on information generated from the Telkom Integrated Health Risk Profile, emphasis remains on general health and wellness promotion, not just HIV testing.

**Scaling up Testing to Reach Families of Employees**
Telkom’s VCT program reaches not only its employees but also their families. Through a combination of on- and off-site screenings, the company has enabled 65 percent of its workforce—a significant number given the company’s size—and their spouses to take part in general health screenings and VCT. After several children of employees were found to be HIV positive through screenings, they were placed on HAART.

**BROADLY APPLICABLE PRINCIPLES**

**Health Screening and VCT Reduces Sick Leave**
The Thuso program combats the impact of sick leave incidents, which helps to significantly increase labor productivity cost. The program has successfully reduced sick leave from an average of 25-40 days (with no service provided) to 5-6 days.

**Integrating Testing into General Screenings Lowers Stigma**
Combining VCT with other health screening tests—such as cholesterol, glucose, and free eye exams—has helped destigmatize the VCT component of the program, by not singling out HIV testing.
ABOUT DUNAVANT ZAMBIA LIMITED

Dunavant Zambia Limited is a subsidiary of Dunavant Enterprises Inc., a privately owned cotton merchandising company and Zambia’s leading cotton ginner supporting small-scale cotton farmers through guaranteed pre-planting prices, credit financed crop inputs, technical support and marketing.

THE COMMENDED PROGRAM

Through its strategic leveraging of the company’s distributor networks, Dunavant has established a true best practice program that reaches one of the hardest-to-reach populations in Zambia: the rural poor.

The comprehensive program is the result of a public-private partnership with the U.S. Agency for International Development (USAID), focusing on the provision of HIV sensitization, counseling and testing services and access to treatment throughout the Dunavant community. By leveraging Dunavant’s vast network of suppliers and distributors and USAID’s resources, the partnership is able to reach over one million Zambians.

A number of other partners help with program implementation and support on the ground. Technical support and services are provided by Comprehensive HIV and AIDS Management Programme (CHAMP), a local non-profit organization, and the Zambian government, which provides HIV rapid test kits through the Zambia Voluntary Counseling and Testing Services program and male and female condoms through the Ministry of Health. HIV sensitization and voluntary counseling and testing (VCT) services are carried out through a partnership with the HIV Resource Persons Network.

CRITICAL SUCCESS FACTORS

Using Network Links to Reach Rural Areas
Dunavant’s vast network links throughout rural Zambia suit it ideally to address the HIV/AIDS epidemic amongst the highly vulnerable rural population. Through its vast distribution networks—including transportation and communication infrastructure—the company is able to successfully deliver health information and VCT services to its contractors in the field, in addition to its broader supplier and distributor network.

Testing Female Workers away from Home
Dunavant’s mobile clinics address primarily seasonal workers—particularly women who, while working for the company, are far from their homes. By providing VCT in the field, where the women are less affected by the stigma of getting tested, Dunavant has seen very high VCT uptake among its female seasonal workers.

BROADLY APPLICABLE PRINCIPLES

Post-Test Counseling Influences Behavior Change
What happens with those who test negative? By following up with those who test negative through post-test counseling, Dunavant’s HIV/AIDS program is able to affect behavior change and increase the likelihood that such negative testers will remain negative in the future.

Donor Partners Bring Programs to Scale
By partnering with the U.S. government, Dunavant was able to dramatically scale up the scope of its intervention. USAID contributed technical support and much-needed grant funding, supporting the community component of the initiative to increase its reach and coverage.

Donavant’s HIV/AIDS workplace program reaches out to the most remote, underserved rural areas of Zambia with awareness-raising programs for workers, outgrowers and other community members. Called “CARES” (Community, Accessing, Reaching, Educating and Sensitization), the program focuses on the promotion of early counseling and testing.

Goals
To provide an enabling environment in the workplace so that all employees can know their HIV status; to reduce the impact of HIV/AIDS on the company and its employees and their families; and to extend the program throughout the Dunavant operational/community area through the dissemination of information on HIV prevention, access to VCT and care and treatment services.

Program Scope
Dunavant’s workplace program reaches its employee base of 767 full-time staff and up to 3,000 seasonal workers. The Dunavant distributor network encompasses 18 districts, affecting over 106,000 small-scale farmers with an estimated total reachable household population of 1,200,000 rural residents.

Outcomes
• Over 90% of Dunavant’s permanent employees have chosen to take advantage of on-site counseling services in the workplace.
• Through its partnership with USAID, Dunavant has leveraged its communications and distribution networks to provide over 160,000 households access to HIV/AIDS information and services.
• 11,167 clients have accessed direct VCT services through the Dunavant CARES program in the workplace and the community.
BRALIRWA S.A. has successfully implemented and executed a comprehensive HIV/AIDS program that includes health care for not only its employees, but also their families. The program’s emphasis on VCT has resulted in over 90% of employees and their spouses taking part in HIV testing through the company’s clinic.

### Goals
To reduce HIV infection among employees through quality VCT access and prevention campaigns; while providing HAART to those infected to maintain a healthy and productive employee population.

### Program Scope
The Bralirwa HIV/AIDS program is an integrated component of the company’s wellness program and is administered through on-site medical clinics. All 565 employees who work at the Gisenyi plant (in the rural northwest) and Kigali plant (urban area), as well as their 436 spouses and 1,573 children have access to healthcare through this program.

### Outcomes
- 93% of employees have taken part in voluntary testing, as have 90% of employee spouses and 13% of children. Of those who were found to be HIV positive: 70% are on HAART and among them 91% are considered biologically healthy.
- Within six years of the start of this program, the company saw employee deaths drop from 17 in 2000 to five in 2007—the number of hospitalized patients dropped from 132 to 28 over the same period.
- Absenteeism due to sickness fell from 1,406 lost days in 2000 to 884 lost days in 2005.

### CRITICAL SUCCESS FACTORS

#### Leveraging Parent Company Resources
While Bralirwa is a small company based in a highly-endemic region, it has leveraged the experience and resources of its parent company, Heineken International, to improve VCT services and overall healthcare delivery. Heineken Health Affairs contributes significantly to the quality of VCT provided by the company’s clinic through technical support and the sharing of experiences and best practices.

#### Monitoring Progress of HIV Positive Employees
Among the 1,086 employees and family members who took voluntary HIV tests, 102 tested positive for the virus—the majority of whom now receive treatment and services through the clinic. Patient health is tracked through an electronic database which can easily monitor the progression of their condition and treatment regimens.

### BROADLY APPLICABLE PRINCIPLES

#### Couples Counseling Increases VCT Uptake
Seventy percent of Bralirwa employees take part in a yearly couples meeting, which is moderated by an external specialist and includes discussion of sexual health issues and fidelity. Couples are provided condoms and offered VCT all with the aim of helping couples to adopt a responsible attitude towards sexually transmitted diseases.

#### Psycho-Social Support Enhances Impact
All HIV-positive patients are provided with psycho-social support by the company’s medical personnel—in managing their disease, mental and physical well-being. This is supported also by access to HAART and close monitoring to ensure adherence to treatment.
ABOUT INTESA SANPAOLO
The Intesa Sanpaolo Group is the leading banking group in Italy, where it serves about 10.7 million customers, and is one of the top banking groups in Europe. The Group is the Italian leader in financial activities for both households and enterprises, and enjoys strategic coverage in Central-Eastern European markets.

THE WINNING PROGRAM

The key to this successful community philanthropy venture is not only the scale of the financial commitment, but its sustainability in the long term. By providing €9 million in funding over a three-year period Intesa Sanpaolo and the Cariplo Foundation helped financed the Drug Resources Enhancement against AIDS and Malnutrition (DREAM) program in the community of Sant’Egidio, Malawi. The program also established three molecular biology laboratories and 10 health centers serving almost 10,000 people, building critical testing and treatment capacities on the ground.

By partnering with three additional local NGOs—Scout Associations, Save the Children and CISP—the scope of the intervention was broadened, giving birth to Project Malawi. With the assistance of grant funding, Intesa Sanpaolo built a special multifunctional center to host the diverse activities of the program—such as nutritional support and education, psychological support for children and teens, voluntary counseling and testing (VCT), training for medical personnel on prevention of mother-to-child transmission of HIV (PMTCT), training and support to income generating activities and leisure activities for socially alienated youths.

In preparation for launching the program, each area of intervention was discussed with local authorities and large players on the ground—such as the World Bank and UNAIDS. The final program draft was submitted for approval to the President of Malawi and the local ministries involved.

CRITICAL SUCCESS FACTORS

Creating a Multifunctional Center to Increase Partner Synergies
By building a multifunctional center that hosts the activities of Project Malawi’s four partners, the company was able to improve synergies between the multiple services provided by each association. While various health centers can refer patients to other centers, program integration was strongest at the multifunctional center in the Kapeni district.

Working with Activists and Support Groups
Through the DREAM approach, Project Malawi has been able to improve antiretroviral (ARV) therapy adherence and reduce stigma through community support groups. Group members support each other by sharing their positive experiences with ARV treatment and encourage each other to become activists to combat stigma and the notion that an HIV diagnosis is a death sentence. This peer education and emotional support is crucial for new patients.

BROADLY APPLICABLE PRINCIPLES

Sustainable Funding Improves Adherence to ARV Therapy
Through continuous funding of the DREAM centers, patients are provided PMTCT services and ARVs free of charge. Additional services—such as nutritional support, home visits and telephone calls—further enable increased adherence to therapy regimes.

Long-Term Commitments Enhance Program Impact
By committing itself to a three-year investment, Intesa Sanpaolo was able to greatly enhance the impact its funding would have on people on the ground. Long-term investments allow for better planning and programs that can improve livelihoods in the long-run.

WINNER: COMMUNITY PHILANTHROPY

Intesa Sanpaolo and the Cariplo Foundation have contributed €9 million over three years mainly to the DREAM program in Malawi, establishing 10 health centers and three molecular biology labs in the landlocked African country, which has one of the highest HIV/AIDS rates on the continent.

Through collaboration with the local government and a number of NGOs, Intesa Sanpaolo has designed and implemented Project Malawi—a multifaceted intervention aiming to break the poverty cycle by addressing health care, the HIV/AIDS epidemic, and local development and microfinance.

Goal
To mitigate the impact of HIV on the population by improving health conditions of infected individuals and reducing mortality; strengthening PMTCT; reinforcing the capacities of families and communities to cope with the epidemic; and economically empowering vulnerable communities.

Program Scope
Intesa Sanpaolo and the Cariplo Foundation have contributed €9 million over three years mainly to the DREAM program in Malawi, establishing 10 health centers and three molecular biology labs in the landlocked African country, which has one of the highest HIV/AIDS rates on the continent.

Outcomes
- DREAM Centers saw 8,980 patients for a total of 36,202 appointments throughout the pilot period.
- The centers tracked 598 pregnancies and prevented 364 newborns from mother-to-child transmission of HIV.
- As a result of the program, 4,054 patients began highly active antiretroviral therapy, including 524 children.
- Molecular biology laboratories processed more than 25,000 blood samples.
Total E&P Angola is an African based affiliate of the Total Group, one of the first groups of international oil and gas, which now spans over 130 countries. Total E&P Angola employs 1,200 individuals in the company’s oil and gas exploration and production activities.

**THE COMMENDED PROGRAM**

Total’s partnership with a local NGO whose central focus is to develop programs for a vulnerable population—young people—in a social environment with limited services makes this program a true best practice in community philanthropy.

Through funding contributions, Total supports the work of Centro de Apoio aos Jovens (CAJ), a Luanda-based NGO focused on assisting youth in the prevention of sexually transmitted infections (STIs). The company’s support allows the organization to scale up the sexual and reproductive health services it offers at-risk youth in Luanda’s poor suburbs. The partnership results in the delivery of multiple preventative services to local youth, through peer educators and health mediators, a youth center and an anonymous hotline.

Voluntary counseling and testing (VCT) is offered at CAJ centers and plans for mobile testing are under development. CAJ centers also provide young people with medical information, consultations and condoms. Total supports training, rigorous monitoring and evaluation of the program, relaying all data to local and international partners, including the Institut Pasteur, in Paris, for analysis.

**CRITICAL SUCCESS FACTORS**

**Targeting Youth via CAJ’s Cyber Café**

Through its various outreach platforms, Total and CAJ are able to deliver critical prevention information, particularly through NetCAJ, a cyber café that draws teenagers to the youth center by offering cheap internet access. Monitoring by CAJ has shown that the café attracts a large number of youths to the center, who can then be educated about HIV/AIDS and STIs.

**Peer Educators to Reach Local Youth**

The work of CAJ’s peer educators and health mediators is complementary—educators make contact and guide youths to relevant resources while mediators provide information, counseling and support. Educators hold events in various community settings, increasing the scale of youths reached, and encouraging attendees to visit local health centers for more information.

**BROADLY APPLICABLE PRINCIPLES**

**Anonymous Information Services Increase Uptake**

One of the partnership’s clear successes was the establishment of TeleCAJ, a dedicated phone line that provides information about STIs, HIV/AIDS and VCT services to Angolan youths. Because of its anonymous nature, CAJ found that the phone line is an easier entry point for some youths than traditional methods, like visiting a health center in person. In eight months, the phone line fielded nearly 2,000 calls on issues ranging from HIV/AIDS to contraception.

**On-the-Ground NGO Partners Contribute Local Knowledge**

By contributing its funding to a local NGO on the ground in Angola, Total increased the ability of its investment to reach the target group. CAJ brought to the table a deep understanding of local cultural issues and knowledge of the barriers to reaching local youths that the different initiatives would need to overcome.
ABOUT CISNEROS GROUP OF COMPANIES
The Cisneros Group of Companies is one of the largest privately held media, entertainment, telecommunications and consumer products organizations in the world. Through its diverse businesses and partnerships, Cisneros delivers brands and services to 550 million Spanish and Portuguese-speaking consumers in the Americas and Europe.

THE COMMENDED PROGRAM
By creating a program that integrates HIV/AIDS into local educational curricula Cisneros is addressing a critical gap in HIV education through engagement with non-public health players. The core of the company’s HIV/AIDS community philanthropic efforts was the development of virtual classrooms and educational programming, aimed at training teachers to educate their students about HIV/AIDS.

Through its partnership with the Universidad Peruana Cayetano Heredia, a private university in Lima, Peru specializing in medicine and education, Cisneros was able to create a relevant and impactful course. The company contributed its multimedia platform to create the virtual classroom and e-learning tools, while materials were developed by professors from the university. Professors also assist with teaching the course, evaluating classroom activities and monitoring the progress of teachers through the virtual classroom.

The program targets vulnerable youths in Latin America—particularly those in rural and peri-urban settings. The course focuses on the encouragement of behavior change to prevent transmission but also addresses other HIV/AIDS issues, such as non-discrimination. The unique partnership created by Cisneros to develop and deploy the course includes government agencies, local NGOs, and academic institutions.

CRITICAL SUCCESS FACTORS
Partnering with the Ministry of Education
One unique feature of this initiative is the partnership forged between Cisneros and the Ministry of Education. By partnering with the Ministry of Education, the company is able to demedicalize HIV/AIDS, by integrating messages into the mainstream of the education system, and leveraging an existing platform—the classroom—to reach a targeted, vulnerable population.

Engaging People Living with HIV/AIDS
The course was developed in partnership with Aid for AIDS, one of the region’s largest HIV/AIDS advocacy organizations. Through the collaboration, people living with HIV/AIDS were given a say in the creation of the courses and ensured that all materials were presented factually and were indicative of the realities of life with HIV/AIDS.

BROADLY APPLICABLE PRINCIPLES
Targeting Vulnerable Populations Deepens Impact
By targeting its educational programs at students living in peri-urban centers and rural areas, Cisneros ensured that the messages presented were reaching those most at risk. Where HIV prevalence is low and attitudes toward the disease are relatively nonchalant, the need to target vulnerable populations is acute.

De-medicalizing HIV/AIDS Broadens Reach of Messages
Cisneros’s program moves beyond doctors and drugs, integrating HIV/AIDS awareness into mainstream educational programs. By taking the messages out of the typical public health context, the classroom program helps raise awareness among a population typically not concerned with HIV/AIDS.

Goal
To raise awareness among young students throughout Latin America about the risk of HIV infection, methods of prevention, and the experience of living with HIV/AIDS.

Program Scope
The course trained a total of 400 teachers in 2007 in the United States, Mexico, Honduras, Dominican Republic, Costa Rica, Venezuela, Ecuador, and Peru. Trainings focused on those in rural and peri-urban settings and those in resource-poor schools. Cisneros produced the course at a cost of $100,000.

Outcomes
• After training a total of 400 teachers, information disseminated through the virtual classroom has reached more than 12,000 students in resource-poor settings.
• Through the multiplicative nature of the program, Cisneros estimates that the program reaches thousands more people—for example, the families of students.

REGION: LATIN AMERICA
WEBSITE: www.cisneros.com

THE Cisneros Group of Companies has focused its efforts on the development of the “HIV/AIDS Guidance in Elementary Schools” program, which aims to educate teachers on HIV/AIDS issues through a virtual classroom system. After a three-month training, teachers then bring the course information into their classrooms, educating their students on HIV/AIDS prevention, treatment and care.
Thanda Private Game Reserve initiated the Star School program in 2005 in response to the devastating effect HIV/AIDS was having on employees, their families and the community. The Star School program now operates in 40 South African Schools throughout KwaZulu Natal province and recently expanded into Namibia.

Goal
To mentor youth across South Africa on academic and professional development, increase self-confidence, and encourage healthy lifestyles—particularly relating to HIV/AIDS.

Program Scope
To date, Star School has programs active in 40 South African and Namibian schools. The program targets high school students, who account for 20-25% of new HIV infections in the region. Overall, Star School reaches an estimated 40,000 students and indirectly reaches 200,000 community members. Thanda is planning to expand the initiative throughout southern Africa in the future.

Outcomes
- A one-year qualitative evaluation found that more than 90% of students thought Star School was a “good thing” for them as individuals and for their schools. 5.7% of Star School students reported that their school performance improved after beginning the program.
- 20% of students indicated that abstinence is “cool.” Exposure to Star School dream books and workshops increased the likelihood of openness to discuss sexual issues with teachers by 16%.
- Star School students had better attendance records than students not involved in the program.

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Thanda’s Star School program is outstanding for its direct work within the South African educational system and integration with existing curriculum. Forty schools have now integrated the Star School program into their curriculum, providing students life-saving information about HIV/AIDS.

While Star School is aimed at reducing the rate of HIV infection among young South Africans, it uses an approach that Thanda calls “mental vaccination.” The program focuses on mentoring students—who would otherwise lack significant support in their academic and professional lives—to make healthy choices, particularly concerning the prevention of HIV transmission. This life-orientation curriculum doesn’t just preach HIV/AIDS messages—various components address self-esteem, skills-building, and academic achievement.

Where the curriculum does address HIV-transmission directly, it emphasized the ABC approach—practice abstinence, be faithful to partners and always use condoms. Messages about the risks of concurrent partners are also integrated into the curriculum. Star School also works directly with HIV-positive students to ensure that they adhere to their treatment regimens and to engage with them on stigma reduction in the school setting.

CRITICAL SUCCESS FACTORS
Holistic Education through Life-Orientation Curriculum
Star School uses a holistic approach to education about HIV/AIDS; rather than focusing exclusively on HIV/AIDS prevention information, the program’s curriculum aims to empower students to make better choices. This is achieved through a variety of components that help students build self-esteem, learn skills and see brighter possibilities in the future. Monitoring of the program has shown high levels of HIV/AIDS information uptake among students.

Monitoring of Information Uptake among Students
Star School partnered with the University of Zululand to perform a baseline evaluation of 24 schools, surveying knowledge, attitudes and behaviors relating to HIV/AIDS at the outset of the program. Star School contracted Health and Development Africa (an independent consultancy based in Johannesburg) to evaluate progress against that baseline across the 40 current schools, helping the program to evaluate rates of information uptake and behavior change.

BROADLY APPLICABLE PRINCIPLES
Senior Leadership Improves Program Rollout
Star School was established by Dan Olofsson, a Swedish businessman who recently decided to invest in Thanda. His commitment to addressing HIV/AIDS in this vulnerable community and his continued leadership has helped secure consistent support and roll-out of the programs.

ABC Message Reaches Youth
The program encourages students to abstain from sexual activities before marriage, be faithful to their partners, and for those that do engage in sexual activity to always use condoms. Monitoring has shown that 20 percent of students now consider abstinence to be “cool.”
ABOUT XSTRATA COAL SA
Xstrata Coal South Africa is a subsidiary of Xstrata Plc and employs approximately 8,000 people, including contractors, at its thermal coal operations in South Africa. Xstrata Plc is a global diversified mining group, maintaining a meaningful position in seven major international commodity markets.

THE WINNING PROGRAM
Xstrata Coal’s community program seeks to extend the reach and effectiveness of its successful HIV/AIDS and TB workplace program, through which over 90 percent of employees have been tested for HIV. The company is working through an innovative partnership model with Re-Action (a professional services agency for health and sustainability) to help stabilize the health and welfare of its employees, their families and communities. The program is located in Mpumalanga Province, the ‘Coal Powerbelt’ of South Africa, where one-in-four people is living with HIV.

Xstrata and Re-Action work with government and private health service providers in local health districts to expand access to basic HIV/AIDS and TB services. Collaboration with community-based organizations and the government health department is essential to strengthening district-level primary health care services and health workforce capacity.

Through a community clinic built and funded by Xstrata and a number of existing public sector clinics and hospitals, the program has expanded community outreach services; engaged traditional healers; delivered community-based health education and training; conducted HIV and TB testing campaigns; supported HIV/AIDS care and antiretroviral (ARV) treatment delivery; staffed and upgraded health facilities; and strengthened community TB-HIV services. Xstrata’s contributions are matched by funding from the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR).

CRITICAL SUCCESS FACTORS

Enabling Local Participation
Through a partnership with the Provincial Department of Health, Xstrata works to strengthen public sector health services with district health management teams. This includes working side-by-side with traditional healers and training community outreach workers to conduct door-to-door visits for individuals and households at risk. Xstrata employees are motivated and supported as ‘health champions’ to extend the workplace HIV testing and treatment program into their communities.

Aligning with Government Policies and Plans
Xstrata’s programs are jointly planned with district health teams and are fully aligned with national and regional development plans and objectives. All service delivery and systems strengthening activities are also jointly planned with district health teams.

BROADLY APPLICABLE PRINCIPLES

Collaboration Improves Health Services Efficiency
Close collaboration between the partners, as part of Xstrata’s ‘public-private mix’ approach, reduces duplication, identifies gaps and achieves efficiencies, such as improvements in the supply chain for ARV and TB pharmaceuticals for both public and private clinics.

Addressing TB Enhances HIV/AIDS Interventions
Tuberculosis is the number one killer of people living with HIV. By working with the district TB control program to integrate TB screening and HIV testing efforts, Xstrata’s program has successfully addressed the number one opportunistic infection for people living with HIV.

WINNER: EXPANDED COMMUNITY INITIATIVES

REGION: SOUTH AFRICA

INDUSTRY TYPE: MINING
WEBSITE: www.xstrata.com

Xstrata Coal, in partnership with Re-Action, local communities and the Department of Health and Social Services in Mpumalanga Province, South Africa, has successfully scaled up innovative community responses to HIV/AIDS and TB, extending the reach of the company’s comprehensive workplace program.

Goal
To contribute to the sustainable social and economic development of communities by improving access to public and private local health services that deliver effective HIV and TB prevention, treatment and care through innovative partnerships.

Program Scope
Xstrata’s community response program extends beyond the company’s workforce of 8,000 employees, to their families and communities in two health districts of Mpumalanga Province, home to more than a million people. The company has committed to multi-year funding with co-investment of its $2.1 million annual contribution matched with funding from PEPFAR.

Outcomes
• In the first phase of community outreach work, 10,348 households have been visited by trained community outreach workers.
• Families have been provided with practical support, health education, and the opportunity to receive HIV testing and counseling at home.
• 2,045 individuals received HIV counseling and testing, with 22% learning that they are living with HIV.
• 2,045 individuals received HIV counseling and testing, with 22% learning that they are living with HIV. More than 80% of these people are now attending the company-sponsored clinic or government facilities supported by the program and receive comprehensive HIV treatment, care and support.
The Mercedes-Benz S.A. HIV/AIDS Workplace Program extends universal access to quality prevention, treatment, care and support to employees and their dependents. Through a partnership, the Siyakhana Project, involving provincial government, the local Chamber of Business, and DEG, co-financed with public funds of the German Federal Ministry for Economic Cooperation and Development, MBSA has expanded its workplace program to provide the same HIV/AIDS and TB services to SME’s and the broader community.

**Goal**
To provide quality HIV/AIDS and TB services to all employees and dependents and to extend these same services to SME’s within the MBSA area of operation.

**Program Scope**
MBSA’s pilot phase of its expanded workplace program covers 17 SMEs reaching more than 7,000 employees. Additionally, the program reaches 1,000 community members through a partnership with the provincial government.

**Outcomes**
- 18 successful VCT campaigns were carried out in 25 workplaces of 16 companies.
- Among participating SMEs, 27 focal persons, 352 managers and 58 peer educators participated actively HIV/AIDS training courses in 2006/2007.
- All 272 employees found to be HIV-positive have been referred into the treatment network.

**CRITICAL SUCCESS FACTORS**

**Working with Small and Medium Enterprises**
Using SME’s as entry points for expansion of HIV/AIDS interventions maximizes the uptake of services thereby guaranteeing tremendous impact. MBSA’s extensive experience in managing HIV/AIDS within its operations allowed for sharing of expertise and resources through a mentor-mentee relationship with the SME—filling a huge gap in service-delivery to a vulnerable population in East London.

**Building Capacity among Partners**
MBSA actively leverages its skills, expertise and resources to build capacity within the SMEs it supports. Focal persons, mostly employees with a background in human resources, are trained on the management of HIV/AIDS and TB in the workplace and integrating those issues into general health and wellness management, as are peer educators and managers.

**BROADLY APPLICABLE PRINCIPLES**

**Leveraging Government Resources Helps Scale up Interventions**
Through an agreement with the provincial government, MBSA is supplied medication for its expanded programs with SMEs. In exchange for this support, MBSA leverages clinical mentors—senior registered nurse practitioners or nurse educators, not currently employed in the public sector—to build capacity in public clinics, in addition to extending treatment, care and support services to 1,000 patients on the public sector waiting list.

**Pre-Test Counseling Enhances Workplace VCT Campaigns**
The Siyakhana Project’s pre-test briefing sessions are geared towards employees and provide them with information on the VCT process and maintenance of confidentiality. At the end of these sessions, participants are tested using an OraQuick testing device and invited to return later for one-on-one post-test counseling.
ABOUT RIO TINTO

Rio Tinto is one of the world’s leading mining and exploration companies. It finds, mines and processes the mineral resources essential for making thousands of products. The company’s activities span the world with production from every continent.

THE COMMENDED PROGRAM

Rio Tinto’s community-based HIV/AIDS program in Ba-Phalaborwa Municipality, located in South Africa’s Limpopo Province, is exceptional in its comprehensive approach and breadth. The program provides a full set of HIV/AIDS, STI and tuberculosis prevention, care and treatment services to all members of the local community within a 50 km radius of the company’s Palabora mines. Implemented through the Palabora Foundation, the program covers over 150,000 people and 95 percent of the region’s population.

In response to a lack of joint coordinated efforts in the region and limited capacity within government healthcare structures, Rio Tinto initiated a comprehensive community-based HIV/AIDS program from which all community members would benefit. Thirteen community lay counselors, 30 peer educators, and 54 volunteers provide education, awareness and psycho-social support at a wide array of locations, such as farms, villages, schools, taverns, churches, traditional health practitioners, local military stations, mines and prisons.

Testing for HIV is available at the Phelang Community Centre, and performed weekly at prisons. In 2007, over 20 workplaces and farms were also visited and testing was provided. In addition, the program currently supports 1,004 people on antiretroviral therapy with monitoring, adherence counseling, and home-based care.

CRITICAL SUCCESS FACTORS

Working with Traditional Health Practitioners

Rio Tinto’s holistic approach includes strong collaboration with a network of over 120 traditional health practitioners who have agreed to refer those in need to medical treatment and support groups. As over 80 percent of the local population visits traditional health practitioners before a medical doctor, this is an essential element of the program.

Showcasing HIV Positive Community Leaders

All 12 members of the Phelang Community Centre’s Executive HIV & AIDS Support Group are HIV positive and have disclosed their status openly. Members of the group receive regular leadership development training and present to communities on various educational topics during weekly meetings. The leadership team has been influential in countering stigma and changing people’s expectations about living with HIV.

BROADLY APPLICABLE PRINCIPLES

Capacity Building Is Essential for Sustainability

Rio Tinto invests heavily in education and training of youth and local health care workers to ensure the skills needed to maintain the program remain in the local community. Multi-sector partnerships with the government, NGOs and the private sector ensure a broad and sustainable funding base.

Support Networks Extend Outreach

Formal and informal counseling is available through community lay counselors, peer group educators and referral to primary health care and social workers, both in groups and individually. Fifty-four volunteers run support groups across the 16 municipal wards in the region including 20 local farms, ensuring convenient access for all members of the community.

GBC AWARDS FOR BUSINESS EXCELLENCE

Since 2001, Rio Tinto’s community-based HIV/AIDS program in Ba-Phalaborwa Municipality, Limpopo Province, has reached nearly 46,000 people in high-risk areas with its HIV-prevention and education initiatives; voluntary counseling and testing services; and home-based treatment, care and support for people living with HIV. The program has benefited from extensive multi-sector collaboration with government, other businesses, and local NGOs.

Goal

To reduce the impact of HIV/AIDS in target communities by raising awareness about HIV, STIs, and TB; educating communities to get tested and know their HIV status, ensuring access to quality health care and support services for people living with HIV; and reducing stigma associated with HIV/AIDS.

Program Scope

Rio Tinto’s work focuses on the local community within a 50km radius of the Palabora mine. This covers over 150,000 people and over 95% of the region’s population.

Outcomes

• More than 16,000 people were directly involved in these programs through treatment, education and counseling in 2007 alone.
• Among the 1,004 people receiving ART, there has been a 98.5% treatment adherence rate.
• 120 local traditional health practitioners were involved in the program and over 5,000 people in high-prevalence areas received HIV education.
• Nearly 2,500 services were provided to orphans and vulnerable children since 2003.
• A condom campaign in 2006 distributed 777,809 condoms to women, men and youths across the region.

REGION: SOUTH AFRICA

WEBSITE: www.riotinto.com

INDUSTRY TYPE: MINING

COMMENDED: EXPANDED COMMUNITY INITIATIVES
Since it was first established in 2001, Debswana’s workplace HIV/AIDS program has ensured that HIV-positive company employees receive life-saving HAART. Through an agreement with the Government of Botswana, Debswana now leverages its facilities and personnel to bring HAART to thousands of people in the communities in which it works.

Goal
To increase access to HAART among non-Debswana employees.

Program Scope
The program serves a catchment population of over 100,000. Debswana spends around BWP 4 million (approximately $600,000) annually to support the current staff of 14 shared between the Jwaneng and Orapa facilities. The company also constructed a BWP 2 million (approximately $300,000) purpose-designed facility within the hospital premises due to inadequate space within existing medical facilities at Jwaneng.

Outcomes
• Debswana’s facilities currently serve 6,000 HIV positive patients, the majority of whom are on HAART.
• The number of patients who began HAART through this initiative constitutes approximately 5% of all Botswana citizens in the national HAART program.
• As a result of follow-up through local satellite clinics and the treatment buddy program, patients have a very high level of adherence to their regimens.

ABOUT DEBSWANA DIAMOND COMPANY
Debswana Diamond Company is a 50-50 joint venture between the Government of Botswana and De Beers. Debswana operates four diamond mines in the central and southeastern parts of Botswana and owns as a subsidiary, Morupule Colliery. The Company employs over 6,000 people, making it the largest private sector employer in Botswana.

THE COMMENDED PROGRAM
Debswana’s program utilizes company internal resources and capacity to fill gaps in the health system of Botswana, making it an excellent example of a co-investment program. Leveraging existing company infrastructure and personnel, Debswana developed a unique partnership with the Government of Botswana to scale-up access to Highly Active Anti-Retroviral Therapy (HAART) treatment to reach 100,000 non-Debswana employees.

Debswana began offering its employees HAART in May 2001, almost a year before the Government of Botswana launched Masa, its nation-wide HAART program. Through the HAART partnership, the government arranges drug supply logistics while Debswana focuses on delivery to the communities around its mines by leveraging its hospitals, clinicians and corresponding health resources, covering all infrastructure and staffing costs.

The program has a rigorous monitoring and evaluation component, which includes audits by hospital administrators and monthly reports to the government on the status of Masa patients. These reports include the number of patients on HAART, lost to follow-up, and deaths on or while waiting for HAART.

CRITICAL SUCCESS FACTORS
Private Sector Resources to Fill Public Health Gaps
Debswana’s program is a model example of business filling critical health gaps in resource-limited settings. In the case of Masa, the Government of Botswana was capable of procuring medication, but lacked the necessary infrastructure and medical personnel to effectively administer it to the people. Having implemented a company-wide HAART program, Debswana already had hospitals and medical staff who could be leveraged to scale up Masa.

Screening at Government Clinics, Treatment at Debswana
Roles and responsibilities are clearly outlined through the partnership: voluntary counseling and testing (VCT) is carried out at local government satellite clinics, which are better suited for reaching rural communities and performing follow-up tracking. Those that test positive must undergo laboratory tests to inform their eligibility for enrollment in Masa. If they are deemed eligible and live in the Debswana catchment area, they can begin receiving HAART through Debswana hospitals.

BROADLY APPLICABLE PRINCIPLES
Public-Private Coordination Increases Efficiency
When the government program was launched, Debswana re-aligned its efforts such that it was able to efficiently contribute its competencies and resources. Often times in resource-limited settings, government authorities lack critical infrastructure, networks and resources—gaps that can be filled efficiently by the private sector.

Treatment Buddies Improve Adherence
To increase adherence to HAART, counseling focuses on the importance of maintaining the set drug regimen and all patients are required to have a treatment buddy; buddies are responsible for encouraging each other to take their medication.
ABOUT BBC WORLD SERVICE TRUST

For more than 75 years, the British Broadcasting Corporation (BBC) has been one of the best known and most respected voices in international broadcasting. Today it broadcasts on radio in 33 languages to a weekly audience of more than 183 million listeners. The BBC World Service Trust (BBC WST) is the BBC’s international charity.

THE WINNING PROGRAM

The sheer magnitude and reach of BBC WST’s HIV/AIDS mass media campaign in India makes this program truly ground breaking in its scale and impact.

In 2002, BBC WST initiated a partnership with Government of India’s National AIDS Control Organization and state broadcaster, Doordarshan, to encourage the open discussion of sexual health issues and change behavior and attitudes toward people living with HIV through a combination of public service announcements (PSAs), reality TV shows, dramas, interactive discussion programs, music videos, competitions and outdoor advertising. BBC WST was able to leverage free airtime for the campaign, in exchange for its training and technical help.

To ensure that messages were accurate and uniquely tailored to the Indian cultural context, BBC WST met with government ministries, UNAIDS, health workers and NGOs and conducted research of at-risk groups. Notable components include the creation of 118 half-hour episodes of India’s first-ever detective drama series with HIV/AIDS messaging, 117 half-hour weekly episodes of a youth reality TV show, 52 weekly episodes of a phone-in radio show, and more than 50 TV and radio PSAs.

CRITICAL SUCCESS FACTORS

Embedded Research and Learning Processes

By embedding research and learning processes into the development of campaign components, BBC WST ensured rigorous monitoring, evaluation and reporting. In-depth research established parameters and content while pre-testing messages helped to refine relevance and importance among viewers to ensure the project’s impact.

Materials Targeted to Women and Girls

To reach out to female populations with limited access to television, BBC WST produced 28 half-hour weekly episodes of a radio show on women’s empowerment and health issues. Regular contributors to the program included 12 female development workers who were trained by the BBC on the basics of journalism and radio programming skills.

BROADLY APPLICABLE PRINCIPLES

Supplemental Toolkits for NGOs Extend Impact

To reach populations in remote areas, BBC WST partnered with local NGOs to distribute multi-media toolkits, which included 11 audiovisual films, a user manual and supplementary materials such as games, flipcharts and flashcards that facilitators can use to conduct and stimulate community discussions about HIV/AIDS.

Celebrity Involvement Increases Public Appeal

BBC WST’s weekly youth-focused reality TV show featured young achievers who had made outstanding contributions towards raising awareness about HIV/AIDS. By including top film stars in the show, the series leveraged the appeal of the Indian film industry to attract interest and raise awareness about HIV/AIDS.
Through the Global Health Fellows program, Pfizer contributes its most valuable asset, its people, to non-profit organizations and government agencies in the developing world to help address systemic health care challenges.

Goal
To improve basic healthcare infrastructure in the developing world by loaning Pfizer employees to local non-profit organizations and health service providers.

Program Scope
Since 2003, 155 Pfizer employees from 22 locations have been deployed to 31 countries including China, South Africa, Rwanda, Uganda, Honduras, India and more.

Outcomes
- Pfizer Global Health Fellows have, to-date, completed an estimated 120,000 hours of skills-based service to local partners throughout the developing world.
- Two-thirds of partners surveyed indicated that the outcomes would not have happened if the Fellow had not come to work with the organization.
- Of 100 NGO partner evaluations, 79% rated volunteer effectiveness as “high impact.”
- 69% percent of supervisors at Pfizer reported that their work group had higher pride in the company as a result of a colleague serving as a Fellow.
- The Infectious Disease Institute, funded and co-founded by Pfizer and supported in part by Global Health Fellows, currently has more than 10,000 active patients, and has trained more than 1,200 health care workers from 26 African countries since its inception in 2003.

ABOUT PFIZER INC
Pfizer Inc is the world’s largest research-based biomedical and pharmaceutical company. Pfizer is committed to providing access to safe, effective and affordable medicines and related health care services to the people who need them.

THE COMMENDED PROGRAM
Pfizer’s Global Health Fellows (GHF) program has raised the standard of excellence for international corporate volunteerism (ICV) by working with partners to identify high-impact, capacity-building assignments and creating a highly-competitive selection process where Pfizer employees are “hired” by partners for three to six-month work assignments in developing countries. Pfizer leverages the work of its Fellows by providing grants to GHF partners, which include NGOs, multilateral organizations and government agencies.

Each year, Pfizer deploys up to 40 talented employees—including scientists, clinical researchers, financial and data analysts, nurses, doctors, HR managers and others—to work on capacity-building projects in the area of public health, with an emphasis on HIV/AIDS. Pfizer identifies assignments tailored to local needs that require specific technical skills that emphasize teaching and training of healthcare field staff. Fellows are selected in part for their strengths in teaching and training and their willingness to ensure that their efforts are sustained by local partners beyond the duration of the fellowship.

CRITICAL SUCCESS FACTORS
Matching Local Needs with Business Expertise
Local partners submit job descriptions to Pfizer that describe a specific social impact intended to be addressed by the GHF positions and play a central role in interviewing and selecting candidates. This process is critical to ensuring buy-in by both the local partner and the Fellow, matching them based on the requirements of the partner and expertise of the candidate.

Versatile Monitoring and Evaluation Tools
Given the highly customized nature of the GHF program, Pfizer recruited a team of researchers to develop a tool to help measure the program’s overall social impact. The resulting toolkit includes questionnaires to collect data on multiple social impact and capacity-building measures, and a spreadsheet that calculates the impact based upon a sum of index scores. Pfizer has contributed to the body of knowledge on monitoring and evaluation by enabling and encouraging other companies and NGOs with skills-based volunteering programs to adapt these tools for their own use.

BROADLY APPLICABLE PRINCIPLES
Public Sector Partnerships Provide Strategic Benefits
GHF placements have been expanded beyond small grassroots organizations to include government agencies like ministries of health and large multilateral organizations, like UNICEF and the World Health Organization. These partnerships have enabled Pfizer to open a new dialogue with critical stakeholders that has fostered improved efficiency and understanding of the company’s business and core motivations.

Online Resources Save Time and Money
To help ease the administrative burden of the program, Pfizer developed customized online administrative and data management tools, including online GHF job postings and program “check out,” that evaluate Fellows’ performance upon completion against the original goals of the assignment.
ABOUT NIKE INC. S.A.

Nike, Inc. is the world’s leading designer, marketer and distributor of authentic athletic footwear, apparel, equipment and accessories for a wide variety of sports and fitness activities.

THE COMMENDED PROGRAM

Nike’s HIV/AIDS program in South Africa achieved tremendous reach by leveraging the strength of the company’s iconic brand and the popular appeal of local sports figures. The company used an innovative and integrated approach to mobilize all of its major departments and bolstered these efforts with a series of dynamic cross-sector partnerships.

Central to Nike’s effort was the creation of a celebrity-assisted public awareness campaign which was marketed with the tagline “Life is not a game, wear a condom.” More than a dozen cross-sector partners contributed to the campaign, making it a true public-private partnership. The South African Broadcasting Corporation, for example, donated free airtime to broadcast a television advertisement on HIV prevention produced by Nike. Durex and the South African Department of Health contributed more than 140,000 condoms. Nike also brought the campaign directly to consumers by outfitting its retail stores with campaign materials and engaging the South African soccer club, the Kaizer Chiefs, who wore “Life is not a game, wear a condom” T-shirts during warm-up exercises and wore red shoe laces during games in support for the fight against HIV/AIDS. Within Nike, a supplemental initiative for promoting HIV/AIDS awareness and prevention among employees—which included voluntary counseling and testing (VCT), HIV-related seminars, and dissemination of materials (leaflets, ribbons, publications)—was developed and implemented by an internal team of peer educators.

CRITICAL SUCCESS FACTORS

Leveraging the “Cool” Factor
In 2004, Nike was voted South Africa’s “Coolest Brand.” By building on this strength and partnering with sports personalities from soccer, running, basketball, boxing and rugby, Nike brought authenticity to the campaign and increased its popular appeal. Among its core messages, the campaign aimed to show that it was “cool” to know your HIV status and practice safe sex.

Different Activities for Different Stakeholders
To maximize its impact, Nike created unique activities for different stakeholders. There were activities specifically targeted at employees (seminars, VCT, etc.), consumers (a retail campaign at Nike stores), and the community (working with NGO partners on educational campaigns).

BROADLY APPLICABLE PRINCIPLES

School-based Programs Boost Impact Among Youth
In South Africa, half of new HIV infections occur before the age of 25. HIV/AIDS programs must reach youth and children with prevention messages during their formative years when attitudes and behaviors are being shaped. With this goal, Nike and the Gauteng North Sports Council launched the KickAIDS program, part of Nike’s signature “Let me play” community programs, to teach HIV/AIDS-related life skills to youth and children through soccer activities.

Mobile Testing Services Help Turn Awareness into Action
Nike launched a partnership with Right to Care to deploy mobile VCT buses with free VCT services at sporting events. The initiative helps ensure that Nike’s awareness campaign translates into a direct increase in testing.
BD’s lab strengthening program includes two distinct initiatives that draw upon the company’s core competence of technical assistance. Good Laboratory Practices (GLP) workshops provide hands-on training to laboratory workers. BD Volunteer Service Trips send teams of associates to Africa for two or three weeks each year to help address healthcare problems in local clinics.

Goal
To improve the laboratory skills and quality of patient care in the developing world, which will, in turn, strengthen laboratory diagnostics that are critical to the management of HIV/AIDS patients.

Program Scope
To date, BD has conducted GLP workshops in more than 58 countries, including Zambia, China, Brazil and India. BD volunteers have been deployed to five locations in Zambia and two in Ghana.

Outcomes
- BD has conducted 417 GLP workshops in more than 58 developing countries, providing hands-on training to more than 3,600 laboratory workers.
- BD has worked closely with more than 40 health agencies, universities, NGOs and international agencies, including the American Society for Microbiology (ASM) and the American Society of Clinical Pathology (ASCP).
- More than 700 advanced CD4 cell counting systems have been deployed to developing countries with the help of a deeply-discounted pricing agreement between BD and the William J. Clinton Foundation.
- To date, BD’s Volunteer Service Trip program has focused on seven sites, each of which employs 10-25 people who are trained by BD volunteers. More than 500,000 people live in the combined service areas of the seven sites.

ABOUT BD
BD (Becton, Dickinson and Company) is a leading global medical technology company that manufactures and sells medical devices, instrument systems and reagents. BD employs approximately 28,000 people in nearly 50 countries throughout the world.

THE COMMENDED PROGRAM
BD’s lab strengthening program is exceptional in its comprehensive approach to transferring knowledge, technology and expertise to the developing world through a combination of hands-on training workshops, the provision of equipment, and high-impact volunteering by employees. By investing in lab strengthening, BD seeks to address fundamental weaknesses in developing world healthcare systems.

Workshops on Good Laboratory Practices (GLP)—the first component of BD’s program—focus on implementing standard operating procedures for immune system monitoring of HIV/AIDS patients, including accurate measurement of a patient’s CD4 count. GLP workshops are also being introduced to address the outdated and ineffective sputum acid-fast smear test for TB, which is used almost universally in the developing world. Fundamental laboratory practices such as quality control and blood sampling are also included in the workshops, which are taught by 34 BD trainers who are usually from the country or local region.

Volunteer Service Trips—the second component of BD’s program—send BD associates to remote health facilities in Africa to help build local health capacity through training, construction, and laboratory strengthening. The program is administered at no expense to volunteers, nor does it require that employees use vacation time.

CRITICAL SUCCESS FACTORS
Targeting the Most Deprived Healthcare Systems
BD targets laboratory workers and clinicians on the frontline of epidemics while prioritizing healthcare systems that lack basic infrastructure and are most in need of trained workers. By providing education to these target groups, BD seeks to create a ripple effect within healthcare systems where lab workers help educate physicians.

Engaging Employees as Volunteers and Participants
BD associates are responsible for designing and implementing all laboratory strengthening initiatives, including the logistics for each volunteer trip. Associates also travel to participating countries for both short- and long-term training sessions.

BROADLY APPLICABLE PRINCIPLES
Creating Mixed-Use Facilities Expands Impact
BD has established eight training centers around the world, including centers in Brazil, China, India, Kenya, Mexico Russia, Singapore and South Africa. These centers have fully-outfitted laboratories with equipment donated by BD. When not in use for training purposes, the laboratories are available for actual patient monitoring and HIV/AIDS research.

Government Partnerships Bring Programs to Scale
The experience and knowledge that BD gained from its GLP workshops and the Volunteer Service Trip program made the company an attractive partner for the U.S. Office of the Global AIDS Coordinator. As a result, BD and the President’s Emergency Plan for AIDS Relief (PEPFAR) are now collaborating on a five-year program, valued at up to $18 million, to bring BD’s efforts to scale in countries across Africa.
ABOUT JOHNSON & JOHNSON

Johnson & Johnson (J&J) is a leading manufacturer of health care products, as well as a provider of related services, for the consumer, pharmaceutical, and medical devices and diagnostics markets. J&J’s 119,500 employees at more than 250 companies work with partners in health care to touch the lives of over a billion people every day, throughout the world.

THE WINNING PROGRAM

The partnership between Johnson & Johnson and mothers2mothers (m2m) in South Africa was borne out of a mutual commitment to preventing-mother-to-child transmission (PMTCT) by enhancing the uptake of PMTCT services. m2m utilizes an innovative model of engaging HIV-positive women who are new mothers to serve as Mentor Mothers (MMs) to pregnant women. The support from peer mothers is critical to providing a stigma-free environment that encourages them to get tested, access the necessary health services to prevent transmission to their unborn child, and disclose their status to their families. m2m hires and trains MMs as an integral part of the health system and empowers them with education and employment tools that can be leveraged outside of m2m.

J&J supports m2m as a financial partner but also works closely with m2m to enhance monitoring & evaluation (M&E) tools and provide strategic counsel on key aspects of the m2m model.

CRITICAL SUCCESS FACTORS

Engagement of Peers to Provide a Stigma-Free Environment

In South African communities where the stigma of HIV/AIDS prevents many from seeking necessary health services, the psychosocial support provided by peer mothers is critical. The MMs foster a level of support and trust for the personal and life-changing decisions required to consent to testing and participate in PMTCT services.

Working With All Partners to Facilitate Implementation

m2m coordinates with local governments to determine provincial priorities and integrate m2m sites into existing health care facilities. Together, they review any potential policy changes and ensure that local health care needs are met. Simultaneously, m2m works closely with Johnson & Johnson to regularly assess the m2m model to ensure that program impact is effectively captured.

BROADLY APPLICABLE PRINCIPLES

Professional Development Fuels Economic Empowerment

MMs are hired to be an integral member of the health care team for a 13-month term. This allows for a new group of MMs to be empowered with educational and economic tools annually. Upon completion of the term, former MMs can apply to become a site coordinator to manage MMs assigned to a site or leverage their new skills to seek alternative opportunities in the community.

Evolving M&E Tools Enhance Program Effectiveness

m2m is committed to continuously refining its metrics to ensure that program impact is effectively captured despite environmental changes. As South Africa moves away from opt-in testing, m2m’s M&E team is shifting the priorities of its antenatal and postnatal metrics to better account for program impact amidst policy changes.

In 2005, Johnson & Johnson formed a partnership with m2m in South Africa to provide comprehensive services for preventing mother-to-child transmission of HIV (PMTCT).

Goal

To reduce the number of babies born with HIV, help women access medical care for themselves and their families, and help mothers battle the stigma associated with HIV/AIDS within their families and their communities.

Program Scope

The program operates in three communities adjacent to the company’s commercial and manufacturing facilities in South Africa. Over the last three years, the program has steadily expanded from delivering m2m services at two health care facilities to 16 sites across East London, Port Elizabeth, and Retreat.

Outcomes

• In 2007, the Johnson & Johnson and m2m partnership provided services to more than 7,400 pregnant women in South Africa.

• Of the women counseled through the m2m program, 77% consented to testing and more than 1,060 HIV-positive women received psychosocial support and care throughout the pregnancy to successfully participate in PMTCT services.

• In 2007, m2m employed nearly 500 MMs. The m2m program currently includes approximately 65 site coordinators—about a third were former MMs.

• Compared to baseline data, rates of women agreeing to HIV testing have often doubled following the introduction of the m2m program. At the Chris Hani Clinic in East London, for example, testing rates dramatically increased from 40% to nearly 100% within one year of implementation.
Levi Strauss & Co.—together with the Levi Strauss Foundation and the Asia Foundation—has been able to extend education on HIV/AIDS to 850,000 migrant women workers as an integrated component of a holistic package of programs involving health education, legal services, and counseling.

**Goal**

To advance the rights and well-being of migrant women workers through educational activities, training and counseling services.

**Program Scope**

In 1999, Levi Strauss & Co. began targeting migrant women workers in Guangdong province in China, with the goal of developing the labor service model and driving interventions to scale. Since 2006, the program has been replicated and expanded in the Wujiang Industrial Development Zone in the Lower Yangtze River Basin of Jiangsu province, China.

**Outcomes**

- The program has reached over 850,000 migrant women working in more than 1,000 factories in 22 cities and districts in the Pearl River Delta and 50 factories in the Lower Yangtze River Basin.
- 21 worker education and counseling centers in the Pearl River Delta have proven effective vehicles for dramatically scaling up peer-led HIV/AIDS prevention activities.
- HIV/AIDS knowledge among workers has increased from zero to 86.4%.
- More than 160,000 copies of educational materials, including newspapers, knowledge tests and leaflets were distributed to workers.

**REGION:** CHINA

**INDUSTRY TYPE:** APPAREL

**WEBSITE:** [www.levistrauss.com](http://www.levistrauss.com)

Levi Strauss & Co. has demonstrated great leadership in providing HIV education to thousands of women migrant workers in China—one of the country’s most underserved and vulnerable populations. The program is unique in scale and approach, integrating outstanding HIV-prevention education into a comprehensive labor services program that addresses worker rights, basic and occupational health, communication skills, legal aid, and asset building.

Levi Strauss & Co.’s labor services program operates in more than 1,000 factories in 22 cities and districts in China’s Pearl River Delta and 50 factories in the Lower Yangtze River Basin, providing HIV education to migrant workers. By engaging multiple stakeholders including factories, community organizations and local governments, the program also cultivates community-based social support networks for these workers. Workplace activities are complemented by lectures, training workshops, roundtables and seminars on women workers’ issues that are held through a network of 21 worker education and counseling centers. Most services are delivered by local groups, with The Asia Foundation as the overall program manager providing assistance to technical colleges, women’s federations, labor unions, legal clinics and service centers.

**CRITICAL SUCCESS FACTORS**

**Recognizing Threats Before They Become Crises**

China is home to about 200 million migrant workers; 75 percent are women and most are between 18 and 25 years old and single. Many are sexually active, but possess very limited awareness of HIV/AIDS. While no surveillance data of HIV prevalence in the area was available, Levi Strauss & Co. initiated essential prevention education in anticipation of a growing HIV threat.

**Using Corporate Foundations to Bring Programs to Scale**

Levi Strauss & Co. has strategically aligned its Foundation and business activities to ensure that successful programs like the labor services program in China are brought to scale. Since 2006, Levi Strauss & Co. and the Levi Strauss Foundation have supported The Asia Foundation to replicate and expand the migrant labor services program model in Jiangsu province.

**BROADLY APPLICABLE PRINCIPLES**

**Flexible Interventions Increase Participation**

Since many migrant women work long hours, as many as six or seven days per week, their free time is extremely limited. With this in mind, prevention interventions are flexibly arranged and tailored to specific local conditions, resources of factories, and needs of workers. Local partners are encouraged to utilize a wide range of formats including large-scale trainings, dormitory peer education, community-based education, publications, themed forums and performance activities.

**Long-term Investments Compel Others to Action**

The visible success of Levi Strauss & Co.’s investment in its labor services program has been critical in demonstrating the value of such programs to public and private sector donors. Thanks to Levi Strauss & Co.’s leadership, The Asia Foundation has effectively leveraged other funding assistance for migrant women workers from major corporations, including Microsoft Corporation, Wal-Mart, Macy’s, and others.
ABOUT SANDVIK MINING AND CONSTRUCTION

Sandvik Mining and Construction Zambia Limited is the single-largest supplier of underground equipment to the Zambian copper mining industry. In the past seven years it has also become the biggest service provider to the mining industry for underground equipment performance contracts.

THE COMMENDED PROGRAM

Situated within the context of Zambia’s male-dominated mining industry, Sandvik’s Women’s Clubs provide a glimpse of the tremendous potential of HIV/AIDS programming for women and girls to serve as a catalyst for empowerment in the workplace and community.

In 2005, Sandvik established Women’s Clubs in four towns in Zambia where the company has major operations. Women’s Clubs are completely member-driven; their activities include trainings and workshops on topics such as sexual harassment and income generation, which help educate women and girls about HIV/AIDS while creating a safe space for open discussion.

Program activities at Women’s Clubs are coupled with community outreach by Sandvik experts (including monthly talks on HIV/AIDS, hygiene and infant care for new mothers), and counseling and support services at Kitwe Central Hospital, Salem Children’s Village and community organizations. Program staff, volunteer counselors and peer educators also facilitate discussions with couples about voluntary counseling and testing (VCT) in employees’ homes to address stigma and increase VCT uptake.

CRITICAL SUCCESS FACTORS

Providing Leadership Opportunities for People Living with HIV
Since the program’s inception, HIV-positive employees have served as advisors for Sandvik’s programs. In 2004, for example, Henry Chihana, a Heavy Equipment Repair Technician, disclosed his status and became an in-house advocate. He was later elected Chairman of the Workplace Committee and his ideas spurred the establishment of Women’s Clubs.

Soliciting Feedback from Employees Prior to Implementation
Throughout the planning of the program, employees provided critical input and feedback. This consultation secured buy-in from employees and paved the way for easier implementation and better uptake of program services.

BROADLY APPLICABLE PRINCIPLES

Integrated Fundraising Mechanisms Ensure Sustainability
In order to promote ownership, Sandvik provides Women’s Clubs with seed money for income generating activities such as tie and dye, home décor and catering. Funds generated from the sale of items produced during trainings are retained by the club to supplement costs of subsequent trainings and other activities thereby ensuring the program’s sustainability.

Focus Groups Help Refine Strategies and Enhance Impact
As a result of the lessons learned through focus groups, Sandvik adopted a two-pronged approach to VCT where shared confidentiality was promoted and also written into the company policy and where on-site VCT was made available. As a result of this, VCT uptake at focus group sessions subsequently rose from 50 percent to an average of 95 percent.

Goals
To empower women and girls with knowledge and skills—including information on HIV/AIDS and income generation—to be influential in the workplace, household and community.

Program Scope
Women’s Clubs operate in Kitwe, Chililabombwe, Mufurira and Luanshya, Zambia and have a total of 210 active members. To complement and support these efforts, Sandvik partners with the Swedish Workplace HIV and AIDS Programme, Zambia Health Education and Communications Trust, Zambia Business Coalition on AIDS, Zambia National Broadcasting Corporation and National AIDS Council.

Outcomes
• To date, 112 couples, 213 individual employees and 78 individual spouses have undergone on-site VCT.
• According to the Zambia National Broadcasting Corporation, two million listeners tune in to Sandvik’s weekly radio show, “Women on the Move.”
• Of the 210 active members in Sandvik’s Women’s Clubs, 115 have attended formal training on income generating activities.
• Twenty members of each of the four Women’s Clubs have been trained as peer educators. On average, each peer educator reaches three females in her immediate and extended family and larger numbers in the community.
In December 2004, BD and FIND initiated a collaboration centered around the development of, and access to, new technologies for TB diagnosis. Demonstration studies were complemented by training and advocacy efforts.

**Goal**
To improve access to quality TB diagnostics in the developing world, while also raising awareness of the importance diagnostics play in fighting TB.

**Program Scope**
The program aimed to demonstrate the effectiveness of liquid culture technology for TB diagnosis through demonstration studies that focused on patients co-infected with TB and HIV.

**Outcomes**
- To date, 125,000 patient samples have been collected as part of the demonstration projects in eight countries. At the conclusion of these studies, BD anticipates that more than 150,000 samples will have been collected and tested.
- As a result of BD’s demonstration projects, for the first-time ever the WHO has recommended liquid culture diagnostics as an effective tool in the fight against TB.
- BD estimates that hundreds of thousands, if not millions, of co-infected TB/HIV patients will gain access to sophisticated TB testing that will have a direct and positive impact on their diagnosis and treatment.
- The BD/FIND pricing agreement benefits 39 countries defined by the WHO as highly burdened with TB and defined by the World Bank as low income.

**ABOUT BD**
BD (Becton, Dickinson and Company) is a leading global medical technology company that manufactures and sells medical devices, instrument systems and reagents. BD employs approximately 28,000 people in nearly 50 countries throughout the world.

**THE WINNING PROGRAM**
Through this landmark initiative, BD, in partnership with the Foundation for Innovative New Diagnostics (FIND), is leading the effort to improve access to diagnostics for tuberculosis in the developing world. BD’s liquid culture system dramatically improves the speed and accuracy of TB diagnosis, which helps reduce the spread and mortality rate of TB.

Through studies in South Africa, Zambia, Brazil, Nepal, Russia, Philippines, Kenya, India and Uzbekistan, BD demonstrated the effectiveness of advanced liquid culture technology. Notably, the partnership focused on patients co-infected with TB and HIV, a particularly vulnerable population. The findings of these studies contributed to the scientific body of knowledge on the efficacy and feasibility of implementing this technology in high-burden TB settings. This in turn led the World Health Organization to endorse the liquid culture method as the standard for TB diagnosis and patient management.

These studies also brought to light the urgent need for lab strengthening and training programs to facilitate the adoption of TB diagnostics. To that end, the company has disbursed grants aimed at lab improvements. Realizing that pricing of diagnostics was yet another obstacle, BD and FIND worked together to ensure appropriate pricing agreements for 39 low-income countries highly burdened by TB.

**CRITICAL SUCCESS FACTORS**
**Partnerships that Pair Unique Core Competencies**
As a pioneer in the area of diagnostics for the developing world, FIND had the power to help raise awareness of the program’s importance and initiate and drive the demonstration studies. BD’s role as the provider of the technology and technical assistance at the sites showed that—when accompanied with the appropriate training and support—these new TB diagnostics could be successfully implemented.

**Demonstration Projects as Tools for Advocacy**
The success of the demonstration projects, which influenced the WHO’s endorsement of liquid culture systems, propelled the program forward, allowing BD to roll out advanced technology to more countries in need.

**BROADLY APPLICABLE PRINCIPLES**
**Pricing Agreements Ensure Sustainable Solutions**
The pricing agreement with FIND has not only enabled BD to provide its technology on an affordable and sustainable basis, but also makes it possible to build long-term relationships with emerging health systems. This business also allows BD to invest in future technologies for TB which could have the potential to increase access to good diagnostics.

**Advocacy Reinforces Program Goals**
In collaboration with FIND, BD has remained a leading advocate for the need to increase access to TB diagnostics in the developing world and has worked to communicate the effectiveness of its partnership through the media and other communication platforms.
ABOUT TOTAL MYANMAR

Total Exploration and Production Myanmar (TEPM) is a subsidiary of the Total Group, one of the first groups of international oil and gas, which now spans over 130 countries. TEPM employs 273 people in its pipeline and offshore facilities operations.

THE COMMENDED PROGRAM

TEPM’s contributions to the Integrated HIV Care Program (IHC) in Myanmar are an excellent example of the central role business can play in addressing HIV-TB co-infection in a technically sound and collaborative way. The IHC program excels in its multi-sector approach, full integration of HIV and TB, and focus on long term sustainability through local capacity building.

The IHC program is implemented at the Mandalay General Hospital, where 7,000 HIV-positive patients are estimated to be in need of antiretroviral (ARV) therapy. The program is unique in that it utilizes existing resources within the country to implement a critical public health intervention by the National AIDS Program (NAP), National TB Program (NTP) and the public health sector, thereby avoiding having two parallel health systems.

Collaboration on TB-HIV activities is strengthened through the creation of policies specifying the minimum standards that should be available to TB, TB-HIV and HIV patients, and by developing the capacity of referral hospitals to provide care for HIV-positive patients. All adult patients diagnosed with TB are offered HIV testing using a provider-initiated opt-out strategy. By offering HIV tests in the TB center, the program attempts to avoid the stigma of getting tested at a sexually transmitted infection testing facility.

CRITICAL SUCCESS FACTORS

Ensuring Confidentiality in Testing
For the first time, the government of Myanmar agreed to perform HIV tests anonymously as part of the IHC program. To ensure full confidentiality, the sample is tracked using a code number and no personal data is transmitted to the government. The name becomes known only if the patient enters the IHC program.

Engaging Local, National and International Health Authorities
The IHC program brings together health authorities at the local, national and international level to ensure capacity building across the sector. At the national level, the initiative is coordinated by the National AIDS and TB Programs; at a local level, the Mandalay General Hospital manages program operations; and technical assistance is provided by experts at the International Union against Tuberculosis and Lung Disease (IUTLD) and the World Health Organization.

BROADLY APPLICABLE PRINCIPLES

International Medical Training Builds Local Capacity
Referrals doctors for the IHC program were trained in Paris for 10 to 12 months and received a French diploma for clinical HIV/AIDS management. The international training helps ensure that the doctors fully understand the meaning of confidentiality, discrimination and human rights and also prepares them to collaborate with the international doctors from IUTLD.

Business Can Act Where Governments Cannot
Myanmar is one of the 22 high-TB burden countries but lacks necessary TB funding as a result of international foreign policy restrictions and the Global Fund’s withdrawal from the country. As one of a relatively small number of international entities working in Myanmar, TEPM is responding to significant gaps in international health assistance.
Tibotec established an ambitious goal to develop the first new TB compound in almost 40 years, while partnering with the global health community to ensure that, should it be approved, it could reach those in need in developing countries as rapidly as possible.

**Goal**
To accelerate TB-specific research and development and to combat the more than 400,000 cases of MDR-TB that emerge every year as a result of under investments in basic TB control activities and poor management of anti-TB drugs.

**Program Scope**
While the majority of current collaborations with PDPs have been made for compounds in an early discovery phase, this new partnership seeks to bring a compound in full development through to regulatory approval.

**Outcomes**
- Phase II studies are fully recruited with interim safety and pharmacokinetic data expected in the first half of 2008.
- Tibotec established a multi-disciplinary drug development team to oversee the clinical development of TMC207; members of this team support the TB Alliance in its development of the compound.
- To continue addressing global health challenges, Tibotec created Partnerships for Global Health Innovation, an initiative designed to further collaboration between the pharmaceutical industry and international public health community in order to fight diseases like HIV/AIDS, TB and malaria.

**ABOUT TIBOTEC**
Tibotec is an innovative biotech company dedicated to the discovery and development of new drugs for HIV/AIDS and other diseases of high unmet medical need. Established in 1994 as a drug discovery lab, Tibotec has offices in Belgium, Ireland and the U.S. In 2002 it was acquired by Johnson & Johnson.

**THE COMMENDED PROGRAM**
Tibotec’s efforts to develop a new anti-TB drug are exceptional as a result of the company’s strategic partnership with the Global Alliance for TB Drug Development (TB Alliance), its substantial commitment of expertise and financial resources, and its decision to prioritize the treatment of multi-drug resistant TB (MDR-TB) and drug-susceptible TB in developing countries.

Through a royalty free license to the TB Alliance, Tibotec provides clinical support for the TB Alliance’s development of an anti-TB drug compound (TMC207). The collaboration also extends to the identification of additional pre-clinical compounds which could be developed for TB.

Tibotec has fully funded the early development of TMC207 to the completion of Phase II toxicity studies. In partnering with the TB Alliance to bring the compound to regulatory approval as rapidly and efficaciously as possible, the company will contribute a further $25 million and assign a number of its leading scientists to continue supporting the TB Alliance’s drug development strategy.

**CRITICAL SUCCESS FACTORS**
**Willingness to Take Risks to Achieve Greater Results**
Early trial results of TMC207 led researchers to question their plans to pursue a traditional drug development strategy prioritizing drug-susceptible TB. After consultation with the TB research and advocacy community, Tibotec decided to consider a new treatment approach focusing on resistant patients first. While they predicted they would see a lower response rate, Tibotec felt they would see a more impressive clinical result when they added a new mechanism of action in a resistant-setting.

**Prioritizing the Needs of Developing Countries**
The company’s partnership with the TB Alliance marks the first time a new compound in Phase II treatment has been jointly developed by a product development partnership (PDP) and a pharmaceutical company to address a major global health challenge, prioritizing the needs of developing countries.

**BROADLY APPLICABLE PRINCIPLES**
**Ambitious Programs Help Spur Others to Action**
Tibotec and the TB Alliance intend for their work to stimulate other advocates, researchers and industry members with the potential to further accelerate the research and development of TB drugs.

**Building on Preexisting Models and Experience**
Tibotec’s partnership with the TB Alliance builds upon lessons learned and institutional knowledge that was gained through collaboration with the International Partnership for Microbicides (IPM) on the development of a vaginal microbicide for the prevention of HIV/AIDS.
ABOUT EXXON MOBIL CORPORATION

Exxon Mobil Corporation is the world’s largest publicly traded international oil and gas company, working in nearly 200 countries and territories around the world. The company employs more than 80,000 people, of which over 60 percent are located outside the United States.

THE WINNING PROGRAM

ExxonMobil stands apart due to its extraordinary ability to catalyze private sector action on malaria. By leveraging funding and forging multi-sector partnerships that bring international malaria programs to scale, ExxonMobil demonstrates its steadfast commitment to tackling this disease.

With extensive operations across Africa, ExxonMobil has felt the devastating impact of malaria first-hand through its workforce and communities. Since 2000, the company’s Africa Health Initiative has embodied outstanding private sector leadership in advocacy, research and development, and disease control projects in the field, mobilizing others to action. In 2006-07, ExxonMobil leveraged its $4.7 million investment in malaria initiatives to yield $115 million in total funds for malaria.

Multi-sector partnerships have been central to ExxonMobil’s strategy for maximizing impact. When the Roll Back Malaria Partnership (RBM) set out to reform its operations and build capacity, ExxonMobil responded by raising $3.5 million from 13 RBM partners including seven private sector donors to support the effort. In Angola, ExxonMobil teamed up with the U.S. President’s Malaria Initiative (PMI) to channel and leverage more than $7 million to support the country’s national malaria control program.

CRITICAL SUCCESS FACTORS

Engaging the Public-at-Large in Fundraising Efforts

ExxonMobil was one of four corporate sponsors of the 2007 “Idol Gives Back” telecasts on Fox cable network, which attracted an estimated 27 million viewers. The company’s $3 million contribution helped the show raise $75 million from other corporate partners and the viewing public.

Standardized “Scorecards” to Track Program Results

ExxonMobil has teamed up with Voices/Johns Hopkins University Center for Communications Programs and the World Bank to develop a “Global Malaria Scorecard” for use by RBM partners to track data such as the percentage of children sleeping under insecticide-treated bed nets. The scorecard provides an invaluable tool to show the correlation between resources spent and results achieved.

BROADLY APPLICABLE PRINCIPLES

Public Disclosure of Results Demonstrates Value

By building the human resource capacity for monitoring and evaluation in the World Bank’s 16 African target countries, ExxonMobil has helped demonstrate the return-on-investment value for international donors.

Co-investment Helps Attract New Donors

ExxonMobil has made great strides in improving the quality and quantity of malaria grant proposals. ExxonMobil was one of two companies to respond to the Global Fund’s challenge to help improve the unacceptably low rate of malaria grant applications from Africa. With ExxonMobil’s help, grant application success rates increased from 28 percent in Round Six to 62 percent in Round Seven.

In 2000, Exxon Mobil Corporation launched its Africa Health Initiative to further the Abuja targets of the Roll Back Malaria Partnership. Since then, the company has committed $50 million to programs focusing on malaria research, community disease control, and community advocacy.

Goals

To stimulate business engagement on malaria, help reform the global malaria architecture and response, advocate for increased and more effective global funding for malaria, raise the profile of malaria among U.S. civil society, and advocate for “pay-for-performance” malaria management systems.

Program Scope

ExxonMobil’s advocacy work reaches populations worldwide, with a particular focus on Africa. The company’s many partners—from large donor agencies to small NGOs—allow for deeper impact both at the advocacy level and on the ground.

Outcomes

• In the seven-year span of ExxonMobil’s Africa Health Initiative, annual global funding for malaria control has increased approximately 20-fold from $50 million in 2000 to over $1 billion in 2007.

• Private sector mobilization on malaria has resulted in improved commodity supply chain management, scaled up interventions, standardized monitoring and evaluation systems, and the development of innovative financing mechanisms for anti-malarial medicines.

• The World Bank’s “Global Malaria Scorecard” is now being used by major donors and program implementers across Africa.
In 2006, DHL, in partnership with UNICEF, initiated a bed net distribution program in one of Kenya’s poorest and most remote regions. The support makes a substantial contribution to the national malaria program operated by the Ministry of Health.

**Goal**
To improve medical care and support health prevention measures in regions where child mortality is high.

**Program Scope**
Protecting the most vulnerable population in Kenya from malaria infection is part of DHL’s integrated approach, which also includes support in the area of medical supply chains and temperature-controlled transport and storage.

**Outcomes**
- DHL has reached more than 3.5 million people in Kenya with live-saving LLITNs. The number of Kenyan children sleeping under a net has since multiplied by 10, according to the WHO and the Ministry of Health.
- More than 25,000 individuals participated in the awareness-raising and educational road show in Kwale during the countrywide “Malezi Bora” weeks.
- Several million Kenyan people were informed by print, audio and video materials on malaria, such as health education films that were broadcast nationwide.
- Beginning in 2008, the cooperation between DHL and UNICEF is expanding to a global scale and will support joint projects in South America and Asia.

### ABOUT DHL
DHL is the global market leader in international express, overland transport and air freight. DHL’s international network links more than 220 countries and territories worldwide. The company profits from its unique global reach and strong local presence. Its parent company Deutsche Post World Net (DPWN) is the global leader in logistics and the sixth largest employer worldwide.

### THE COMMENDED PROGRAM
DHL’s malaria partnership with UNICEF in Kenya stands out due to its systematic, integrated and sustainable approach that effectively mobilizes core competencies while supplementing distribution activities with health and education campaigns.

In 2006, DHL began distributing long-lasting insecticide-treated nets (LLITNs) in Kenya’s remote Kwale district, where road infrastructure is poor and malaria-related child mortality rates are among the highest in the country. Following the pilot phase, DHL expanded its efforts nationwide, supporting the distribution of 3.5 million LLITNs in 24 districts across Kenya within a period of eight days. DHL vehicles dispatched, stocked, and replenished nets at 1,670 distribution points during the campaign.

To complement the mass distribution of LLITNs, the Ministry of Health with the support of DHL and UNICEF, initiated national “Child Health and Nutrition Weeks”—popularly known as “Malezi Bora” in June 2007. Communication materials such as posters and leaflets were widely distributed using the established DHL road transportation network. DHL also funded a short advocacy film on integrated child survival projects for children aged five and under.

### CRITICAL SUCCESS FACTORS

**Volunteer Opportunities for Employees**
DHL employees were given the opportunity to volunteer at UNICEF program sites gaining “hands-on” experience fighting malaria. Volunteer activities included working with UNICEF on outreach events and environmental clean-up exercises designed to stop mosquitoes from breeding.

**On-the-Ground Analysis to Identify Needs**
At the request of UNICEF, DHL staff carried out an in-depth assessment of medical logistics systems in Kwale. The assessment led to a number of recommendations which were discussed with the Ministry of Health. Based on the positive feedback UNICEF and DHL started to develop a concept for a community logistics center and DPWN assisted in efficiently distributing medical supplies in Kwale.

### BROADLY APPLICABLE PRINCIPLES

**Pilot Projects Open the Door for Global Impact**
DHL and UNICEF’s malaria partnership has benefited from a bottom-up approach where lessons learned during the pilot project in a highly-affected region are now making a major contribution to a national government partner through Malezi Bora. Malezi Bora has become a flagship across eastern and southern Africa and beyond.

**Employee Fundraising Helps Supplement Corporate Giving**
Employee engagement can reach beyond volunteering to include co-financing through donations to a company-wide program. In 2007, DHL employees helped raise $200,000 in donations for UNICEF, supplementing the company’s in-kind and cash contributions.
ABOUT NOVARTIS

Created in 1996 through the merger of Ciba-Geigy and Sandoz, Novartis's mission is to discover, develop and market innovative products to cure diseases, ease suffering and enhance the quality of life of patients.

THE COMMENDED PROGRAM

Novartis’s anti-malaria program in Tigray, northern Ethiopia is truly noteworthy in its focus on improving malaria treatment and diagnostics. Since 2001, Novartis has been a reliable manufacturer and supplier of artemether-lumefantrine, one the most effective antimalarial drugs.

The program is the result of collaboration with the Italian Ministry of Health, the Tigray Health Bureau, the World Health Organization/RBM, the Italian Dermatological Center in Mekelle and the Department of Preventive Medicine of San Gallicano Institute IRCCS in Rome. It aims to evaluate an effective approach to provide access to malaria diagnostics and treatment to rural communities without access to general health services. The purpose of this pilot project was to evaluate a new approach of home-based management of malaria, which, if proven successful, could be extended to other regions of Ethiopia and possible to other countries across the African continent.

CRITICAL SUCCESS FACTORS

Partnering with Government Agencies to Ensure Local Ownership

Treatment and care, the core elements of the Tigray project, were facilitated by community health workers (CHWs) who were specifically trained in diagnosis, treatment and referral. CHWs were the real “engine” of the project, identifying malaria cases, providing drugs and improving awareness about disease prevention and treatment within the communities through health education sessions. Training of CHWs was an important component of the program’s implementation.

Using Control Groups to Assess Program Effectiveness

In order to assess the effectiveness of the program, the impact of malaria in the intervention district was compared to the disease impact in the control district where the standard malaria disease management approach was implemented only through health facilities. In the intervention district, early diagnosis and prompt treatment of malaria was implemented in both the health facilities as well as at the community level through the work of CHWs.

BROADLY APPLICABLE PRINCIPLES

Transfer of Technology Promotes Sustainability

As an investment in local human resource development, CHWs and health professionals received basic training and subsequent refresher training on rapid diagnostic testing (RDT), the administration of artemisinin-based combination therapies (ACTs), and familiarization with different kinds of survey and research tools.

Rapid Diagnostic Tests Save Money

By increasing the accuracy of malaria diagnoses in febrile patients, use of RDTs resulted in a significant cost savings. In the second year of the project, of the 5,122 patients assessed by CHWs using RDTs, only 10.3 percent were *P. falciparum* positive, while the remaining 89.7 percent of patients had *P. vivax* malaria, which is adequately treated with chloroquine only. This resulted in a net cost savings of $1.41 per patient.
WINNER: LEADERSHIP

**Viacom’s Leadership in the Fight against HIV/AIDS**

For more than 25 years, Viacom has taken a leadership role in fighting HIV/AIDS. With the strong support of its MTV Networks, BET Networks and Paramount Pictures divisions, the company has made an enormous, fundamental commitment to public education about AIDS prevention, as well as created groundbreaking programs to reduce stigma and raise resources to fight for a cure.

Viacom’s leadership has made HIV/AIDS a company-wide priority both domestically and internationally. Leveraging the extensive reach of this entertainment giant’s media platforms, brands, and star power, Viacom has found great success with programs such as MTV Networks International’s Staying Alive, MTV’s Move Your Lips Campaign and BET’s Emmy-winning Rap-It-Up program, which celebrated its 10th year of achievement in 2008. As founding members of both GBC and the Global Media AIDS Initiative, Viacom has long been a leader in shaping broad global business action on HIV/AIDS. The company’s remarkable achievements underscore the potential for high impact when business strategically deploys its core competencies for social good.

**Philippe Dauman, CEO, Viacom**

Viacom’s early engagement with and long-term commitment to the fight against HIV/AIDS is exceptional. How and why did the company sustain this commitment in the face of other potential competing social issues?

Viacom’s social commitment leverages the power of its brands and the strength of its audience relationships to encourage action on a variety of pro-social issues that are important to our partners, employees, audiences, shareholders and communities alike. Viacom and its employees have a long history of donating substantial time, money, and energy to the fight against HIV/AIDS. The passion for this runs deep in the Viacom culture, among our employees and through all of our brands worldwide. Viacom and its divisions support a variety of other important pro-social initiatives, but HIV/AIDS awareness and education is a key priority and inexorably linked to the Company’s commitment to giving back to the communities it lives and works in.

HIV/AIDS is a fully preventable disease. At the heart of prevention lies education about the transmission of the disease and the ways to avert its spread. As a media company, with the power to inform and influence our viewers, it is Viacom’s responsibility to make HIV/AIDS awareness a priority until the disease is eradicated.

**Natalia Cales, MTV Staying Alive Foundation grantee**

As the Co-Founder and Executive Director of the Carolina Empowerment Group (CEG), Natalia Cales is committed to fighting against the HIV/AIDS pandemic. Losing her mother to this deadly disease has motivated Natalia forever. As an MTV Staying Alive Foundation grantee, CEG provides sexual health education to youth, primarily reaching young African American females.

“As a young person, MTV has given me an opportunity to have my voice heard and represent those affected by HIV/AIDS. The Staying Alive Foundation enables me to reach and educate those who are most vulnerable to contracting this deadly disease: young people. The majority of youth I interact with have never had an open conversation about sex or HIV/AIDS, especially with their parents. Witnessing a young participant learn how to protect themselves and gain more self-confidence, is priceless! I encourage more companies to invest in youth. This is critical to the success and overall leadership potential of our future generation.”

**How would you characterize the responsibility of media companies to act on HIV/AIDS?**

The media industry is in a unique position to make a critical difference in the fight against HIV/AIDS. We have the ability to reach people in the rhythm of their daily lives, at home, at play, with their families. And we have an unmatched ability to help shape the perceptions, dialogue, and—in some cases—even the actions of our audiences. Through programs like BET’s Rap-It-Up, MTV Networks International’s Staying Alive, MTV’s It’s Your (Sex) Life and Paramount’s...
commitment to AIDS Walk Los Angeles. I believe that we have gone a long way in helping to break the silence, stigma, and fear that allows this disease to spread. But there is still a lot Viacom and other media companies can do to continue to bring awareness to the HIV/AIDS pandemic. Until this disease is completely eliminated, we all have a responsibility to continue to bring attention to HIV/AIDS.

Good leadership requires collaboration and strategic partnerships. How do Viacom and its divisions select and work with partners to maximize impact?

Viacom and its divisions work vigorously to identify partners with whom we can develop initiatives and address issues that are important to our viewers and their communities. Working with those partners, we strive to identify ways that we can use our brand attributes and influence to make a measurable difference. We have been able to tap into our partners’ knowledge, experience and expertise and link that with our creative, distribution and digital assets to develop innovative campaigns to combat HIV/AIDS.

If you could advise businesses not currently engaged in the global fight against HIV/AIDS on why they should get involved, what would you say? Why does business have a role to play?

HIV/AIDS is everyone’s problem, but there is hope. Every business can contribute to ending the spread of this disease. Regardless of the industry a company operates in, it can contribute to this global fight. Helping to stem the spread of HIV/AIDS is a key priority for our company and linked to our core businesses success. For a company to be truly socially responsible, the mandate must come from the top. I would encourage all companies to get involved in the fight against HIV/AIDS. As a media company, Viacom is uniquely positioned to empower, engage and educate our audiences about important social issues. I urge other companies to use their strengths, expertise and skills to make a difference in the battle against this disease by forging meaningful partnerships with organizations like GBC.

For over 25 years, Viacom has led the industry’s response in fighting HIV/AIDS by empowering young people to educate themselves about the disease. Through pro-social campaigns, on-air programming, digital initiatives and employee events, Viacom’s long history of raising awareness about this disease continues to make a significant impact today.

Pro-Social Campaigns
Leveraging the power of its brands and the strength of its audience relationships, Viacom encourages its viewers to take action through a variety of pro-social campaigns which include public service announcements, special programming, youth forums, targeted websites, toll free hotlines and fundraising efforts. A few of these campaigns include:

- BET & The Kaiser Family Foundation’s Rap-It-Up (www.rap-it-up.com)
- MTV Networks International’s Staying Alive (www.staying-alive.org)
- MTV & The Body Shop’s Move Your Lips Campaign (www.moveyourlips.com)
- MTV & The Kaiser Family Foundation’s It’s Your (Sex) Life (www.itsyoursexlife.com)

On-Air Programming

Digital
Given that the internet is a critical source of information for young people, Viacom has brought its HIV/AIDS-related initiatives and programming online. In April 2008, mtvU and the Kaiser Family Foundation, in partnership with POZ Magazine unveiled “Pos or Not?”, (www.PosorNot.com), an online game that challenges stereotypes and breaks down the barriers that may prevent people from talking openly about HIV/AIDS, getting tested and using protection.

Employee Events
Throughout its history, Viacom, MTV Networks, BET Networks and Paramount Pictures employees around the world have dedicated themselves to giving back to the communities in which they live and work, including dedicating thousands of hours at AIDS-related charities.
Sir George Alleyne
Sir George Alleyne, OCC, M.D., F.R.C.P., F.A.C.P. (Hon), DSc (Hon), a native of Barbados, became Director of the Pan American Sanitary Bureau (PASB), the Regional Office of the World Health Organization (WHO), in February 1995. Upon completing a second four-year term in January 2003, he was elected Director Emeritus of the PASB. In February 2003, Kofi Annan, then Secretary-General of the United Nations, appointed him as his Special Envoy for HIV/AIDS in the Caribbean, a position for which he was reconfirmed by the current Secretary-General, Ban Ki-moon. In October, 2003 he was appointed Chancellor of the University of the West Indies. He currently holds an Adjunct professorship with the Bloomberg School of Public Health at Johns Hopkins University. Dr. Alleyne has received numerous awards in recognition of his work and in 2001, was awarded the Order of the Caribbean Community, the highest honor that can be conferred on a Caribbean national.

Dr. Sabine Beckmann
Dr. Sabine Beckmann is Senior Technical Specialist with the International Labor Organization Programme on HIV/AIDS and the World of Work (ILOAIDS). Having practiced as a medical doctor in Germany since 1986, she went to Burkina Faso in 1990 to coordinate mother and child health care, working in the areas of HIV/AIDS, TB and malaria. After completing a Master in Public Health at the London School of Hygiene and Tropical Medicine, she became reproductive health advisor to Kenya for the German Agency for Technical Cooperation (GTZ), where she led initiatives on mainstreaming HIV/AIDS and workplace programs into all GTZ projects, resulting in joint activities with business partners. In 2003, Dr. Beckmann began to provide technical support to the ILO’s HIV/AIDS program. She has since been working on the introduction of workplace policies and programs in central and eastern Europe and serving as team leader of the interregional GTZ BACKUP project.

Sabine Durier
Sabine Durier is the Program Leader of IFC Against AIDS, a program she founded at the International Finance Corporation, the private sector lending arm of the World Bank Group. Shortly after joining IFC in 2000, Durier progressively established the mission, goal and objectives of the program. She has worked with IFC clients across Africa and India to set up workplace and community programs and to promote the legitimacy of private sector engagement on HIV/AIDS. Today, IFC Against AIDS is a team of highly specialized individuals located in India, South Africa, Mozambique and Washington, D.C. providing services to IFC investment clients on corporate HIV/AIDS programs, which are increasingly expanding to other health issues. Prior to joining IFC, she held various corporate strategy positions at Honeywell, Inc. in its European and global headquarters. A European citizen and French national, Durier holds a Master Degree in Foreign Service from Georgetown University.

Adrienne Germain
Since the 1970s, Adrienne Germain’s work has reshaped global policy on women’s health and rights. Under her leadership, the International Women’s Health Coalition’s support to organizations working globally has improved many lives. A strategist and negotiator on U.S. government delegations to world conferences on population, women, and development from 1993 to 2000, Germain continues to advise governments and business leaders on policy and program implementation. She is a member of the Council on Foreign Relations, the editorial board of Reproductive Health Matters, BRAC-USA, two Human Rights Watch Advisory Committees, and the Programme Committee of the 2008 Global Ministerial Forum on Research for Health. She served on the Millennium Development Goals Project Task Force on Child Mortality and Maternal Health and was named a Woman of Distinction by the Girl Scouts of Greater New York in October 2005.
**Dr. Sarah Degnan Kambou**

Dr. Sarah Degnan Kambou presently serves as Chief Operating Officer and Vice President of the Health and Development Group at the International Center for Research on Women (ICRW). She is an expert on gender and development issues, particularly those pertaining to sexual and reproductive health. Dr. Degnan Kambou is widely recognized for her innovative work integrating gender into development policies and programming, working with organizations as diverse as CARE, Oxfam America and various UN agencies. She leads a team of researchers at ICRW who specialize in gender, health, nutrition and development, and approach development issues from a multi-disciplinary perspective. Prior to joining ICRW, Dr. Degnan Kambou worked for CARE in western and southern Africa for more than a decade, and spent eight years at Boston University’s School of Public Health, co-founding the Center for International Health there.

**David McMurry**

David McMurry is the Manager of Global Administration, Public Health, and Special Projects for Chevron’s Health & Medical Services Group. Since 1982, McMurry has held positions of varying responsibility for Chevron, including leading Chevron’s initial work with HIV/AIDS organizations in the early 1990s. He has previously worked in corporate branding, advertising, production and communications in addition to leading environmental programs, the Chevron Conservation Awards Program, and Chevron’s Arts and HIV/AIDS funding. Appointed to his current role three years ago, McMurry is responsible for managing Chevron’s implementation of its global HIV/AIDS Policy in 180 countries. He has since led Chevron’s efforts in building a sustainability plan for HIV/AIDS, TB and malaria. McMurry is currently working with a Chevron team to implement a Global Cardiovascular Health Program. He is also the Vice President of the Board of the East Bay Conservation Corps.

**Kevin Moody**

Kevin Moody is the International Coordinator and CEO of the Global Network of People Living with HIV/AIDS (GNP+). Moody joined the GNP+ in March 2006, prior to which he worked as Technical Officer for the World Health Organization, focusing on the training and certification of health and community workers and on treatment preparedness for PLWHA. He is one of the founding members of the UN system’s HIV-positive staff group (UN+), served on the Board of Directors of the European AIDS Treatment Group, and worked with the Campaign for Access to Essential Medicines with Médecins Sans Frontières (MSF). Moody moved to The Netherlands from Canada in 1998 after a career as a pharmacist, with experience in hospital, community and academic pharmacy. He received a Bachelor of Science in Pharmacy (BScPhm) in 1986; a Master of Business Administration (MBA) in 1991 and a Doctor of Education (EdD) in 2000.

**Dr. Steven C. Phillips**

Dr. Steven C. Phillips is the Medical Director with Global Issues and Projects at Exxon Mobil Corporation. In this capacity he has worked to foster public-private partnerships as a development platform to address global health. Dr. Phillips is a member of the American College of Physicians and a Fellow of the American College of Epidemiology. He serves on the Boards of the Roll Back Malaria Partnership, Malaria No More, and the World Economic Forum’s Global Health Initiative. He is a member of the Harvard School of Public Health’s Leadership Council and the advisory panels of Medicines for Malaria Ventures, Episcopal Relief and Development’s NetsforLife Initiative, the World Bank Malaria Booster Program, and the International Strategic Advisory Group of the Global Business Coalition on HIV/AIDS, TB and Malaria. Dr. Phillips holds a Master’s of Public Health from UCLA, and is Board Certified in Internal and Occupational Medicine.
Emma Schmitt
Emma Schmitt is the Business Planning Manager for Standard Chartered’s Consumer Banking and Private Banking business in Europe. She has been with Standard Chartered for six years and previously led the Bank’s community strategy and initiatives. In this role, Emma’s responsibilities included overseeing the Bank’s community initiatives addressing women’s empowerment and natural disasters, and the award winning “Living with HIV,” as well as launching a global employee volunteering program. While in this role, Schmitt launched a number of programs that utilize the Bank’s core competencies, such as an HIV/AIDS business risk program for small- and medium-sized banking clients. In 2007, Standard Chartered committed to the Clinton Global Initiative that it would educate one million people on HIV/AIDS by 2010. Standard Chartered was given the 2007 GBC Award for Business Excellence on HIV/AIDS Using Core Competence.

Kristan Schoultz
Kristan Schoultz is the Director of the Global Coalition on Women and AIDS (GCWA), a UNAIDS initiative that brings together women’s groups, activists, networks of women living with HIV/AIDS, and other UN system agencies to strengthen the HIV/AIDS response for women and girls. Schoultz has over 20 years of field experience working with governments and civil society in the area of health and development, and toward the advancement of national responses to HIV/AIDS. Having spent the early part of her career in Mauritania and Niger, she has more recently served as the UNAIDS Country Coordinator in Pakistan, Ghana, and Kenya. Prior to taking up her position with GCWA, she was the UN Resident Coordinator and UNDP Resident Representative in Botswana. Schoultz holds a PhD in Medical Sociology and a Masters degree in Public Health.

Mpho Letlape
Mpho Letlape is the managing director of human resources at Eskom and chairman of the South African Business Coalition on HIV/AIDS (SABCOHA).

Dr. Patrizia Carlevaro
Dr. Patrizia Carlevaro is head of the International Aid Unit at Eli Lilly and Company and the Team Leader for The Lilly MDR-TB Partnership—the company’s signature corporate social responsibility initiative, to which it has contributed $135 million. In the past, she has served on technical and scientific committees of the World Health Organization, as Chair of Public Affairs Committee of the International Federation of Pharmaceutical Manufacturers, and as Head of the Essential Drugs Unit at the United Nations Children’s Fund (UNICEF) in New York City. She also worked with Pierre Fabre Italy, a multinational pharmaceutical and cosmetics company. Carlevaro obtained her Doctorate in Chemistry and Pharmaceutical Technologies, as well as her License in Pharmacy, at Italy’s Pavia University. She is also a scholarship recipient for a Certificate in Management and Administration from the Italian Manager’s Institute.

Dr. Shaloo Puri Kamble
Dr. Shaloo Puri Kamble is the head of the India Business Alliance (IBA) and Adviser on TB and India to the Global Health Initiative (GHI) of the World Economic Forum. She leads the development of the global TB advocacy efforts of GHI and analysis and reporting of TB successes. As the convener of the Business Engagement Task Force of the Advocacy, Communication and Social Mobilization Working Group, she provides networking support and inputs for the development of policies and strategic frameworks on business engagement. She has contributed to the development of client-friendly tools to support the private sector design and deploy programs on HIV/AIDS, TB and malaria. Dr. Kamble is a respiratory medicine specialist and has more than 10 years of experience working with international organizations, including the World Health Organization, government agencies and departments and leading Indian NGOs.
Dr. Mukund Uplekar
Dr. Mukund Uplekar is a Medical Officer in the Stop TB Department at the World Health Organization in Geneva, where he leads a team working on innovative approaches to health system strengthening. After a long stint in the private medical practice and community health research in India, Dr. Uplekar has been working in international public health for over a decade. A Takemi Fellow of the Harvard School of Public Health, he has worked extensively on formulating evidence-based, global and national strategies to engaging diverse care providers—public, private, voluntary and corporate—in TB control through public-private mix approaches. He has published extensively on this topic. Dr Uplekar has been a chief contributor to the development and drafting of WHO’s Stop TB Strategy and manages the Secretariat of the global Stop TB Partnership’s Subgroup on Public-Private Mix for TB Care and Control.

Dr. Adel Chaouch
Dr. Adel Chaouch is the Director of Corporate Social Responsibility for Marathon’s worldwide activities. He has helped develop Marathon’s Social Responsibility strategy and programs in Central Africa, including the Bioko Island Malaria Control Project. He has been associated with developments in the oil and gas sector of Equatorial Guinea, including the development and project management of Methanol and gas production facilities. Prior to working with Marathon Oil Company, he held technical and managerial positions of increasing responsibilities with research, consulting and EPC companies. Dr. Chaouch completed his undergraduate degree in Mathematc and Physics at Saint-Louis College in Paris, France prior to earning a Master of Engineering at Texas University and a Master of Engineering from the E.S.T.P. in Paris, France. He also earned a Ph.D. in Engineering with an emphasis on deep-water offshore structures in from Texas A&M University.

Dr. Matthew Lynch
Dr. Lynch has worked in international development for over 25 years, since serving as a Peace Corps volunteer in Kenya. He received a Master’s degree in Public Health from University of Hawaii and a PhD in International Health from Johns Hopkins University. Dr. Lynch spent more than six years at the headquarters of the U.S. Agency for International Development (USAID) in Washington, D.C., including serving as the Malaria Team Leader in the Bureau for Global Health. He is currently Director of the Global Program on Malaria at the Center for Communication Programs (CCP), an NGO based at the Johns Hopkins Bloomberg School of Public Health. He also serves as the Northern NGO Board Member on the Roll Back Malaria Partnership Board. Dr. Lynch’s work focuses on advocacy for increased resources and improved implementation of malaria control programs at the global level and in four African countries.

Dr. Daniel Gatheru Wacira
Dr. Daniel Gatheru Wacira is the Child and Reproductive Health Programme Manager for the African Medical and Research Foundation (AMREF). He provides technical and strategic leadership to country-level operations in Kenya and supports the National Malaria Control Programme there. A Public Health Specialist, with a doctorate from the Liverpool School of Tropical Medicine and a Master’s in Public Health from the Nuffield Institute of International Health at Leeds University, he has expertise in setting up community-based interventions, building the capacity of community and health workers, carrying out consultancies in public health, operations research and operational project management. He was one of the implementers of the first “Employer Based Malaria Control Project” in Kenya funded by the U.K. Department for International Development. He is currently working on projects to address malaria control and the prevention of mother to child transmission (PMTCT) of HIV.