



TRAINING MODULE

FOR

EMPLOYER LED MODEL

Facilitator's Guide

November 2013



National AIDS Control Organisation

India's voice against AIDS

Department of AIDS Control

Ministry of Health & Family Welfare, Government of India

www.naco.gov.in



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for

Training of SACS/TSU, DAPCU Officials
On Employer Led Model

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लव वर्मा
सचिव
Lov Verma
Secretary



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FOREWORD

Available evidence in HIV/ AIDS policy and programme has pointed out that migrants bear a heightened risk of acquiring HIV infection. Further, the evidence points out the associated risks of migration, which have been playing a major role in the spread of HIV infections in high out migration states such as Uttar Pradesh, Bihar, Rajasthan, Odisha, Madhya Pradesh and Gujarat, which account for 41% of new infections in the country.

As a comprehensive strategy to reach out to migrants, the Department of AIDS Control has designed interventions at source- the geographical origin of migrants, transit- the major points through which migrants travel and destination- areas in which the migrants settle on arrival. However programme data reflects that a fairly large number of migrants who need access to information and services on HIV/AIDS are engaged as contractual or informal workers linked to various industries in the organized and unorganized sectors. The Employer Led Model (ELM) has been designed as part of the Migrant Interventions in order to provide services to this population by integrating HIV and AIDS prevention to care programmes within existing systems and structure of the industries.

This training manual is developed to build capacities of SACS/TSU and DAPCU officials to actively engage in the implementation and roll out the Employer Led Models at State and District Level. It is envisaged that a resource pool of trainers will be created at State and district level and carry out further trainings using the cascade model.

Department of AIDS Control would like to acknowledge the technical and funding support provided by the USAID and PIPPSE team in development of this training module. The Facilitators' Guide has been successfully field tested and is supplemented by the Operational Guidelines and Participants Manual.

I am confident that the training manual along with the Operational Guidelines would equip the participants by enhancing their knowledge, capacities and skills towards implementation of the Employer Led Model.

Lov Verma
Secretary
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Abbreviations

AAP	Annual Action Plan	CoE	Centre of Excellence
AD	Assistant Director	CSM	Condom Social Marketing
AEP	Adolescence Education Programme	CSMP	Condom Social Marketing Programme
AIDS	Acquired Immuno-Deficiency Syndrome	CSR	Corporate Social Responsibility
AITUC	All India Trade Union Congress	CST	Care, Support and Treatment
ANC	Antenatal Clinic	CVM	Condom Vending Machine
ANM	Auxiliary Nurse Midwife	DAC	Department of AIDS Control
ART	Antiretroviral Therapy	DAPCU	District AIDS Prevention & Control Unit
ASHA	Accredited Social Health Activist	DD	Deputy Director
ASOCHAM	Associated Chamber of Commerce and Industry of India	DDG	Deputy Director General
		DGET	Director General of Employment and Training
BCC	Behaviour Change Communication	DIC	Drop in Centres
BCSU	Blood Component Separation Unit	DLN	District Level Network
BEST	Brihanmumbai Electric Supply and Transport	DoLE	Department of Labor and Employment
BS	Blood Safety	DOTS	Directly Observed Treatment Short Course
BSC	Blood Storage Centre	ELM	Employer Led Model
BSD	Basic Services Division	EQAS	External Quality Assessment Scheme
BSS	Behaviour Surveillance Survey	ESCM	Enhanced Syndromic Case Management
CBO	Community Based Organisation	ESIC	Employee State Insurance Corporation
CBWE	Central Board of Worker's Education	FC	Female Condom
CC	Cordination Committee	FGD	Focused Group Discussion
CCC	Community Care Centre	FHI	Family Health International
CD4	Cluster of Differentiation 4	FICTC	Facility Integrated Counseling & Testing Centre
CEO	Chief Executive Officer	FICCI	Federation of Indian Chambers of Commerce and Industry of India
CII	Confederation of Indian Industries	FRU	First Referral Unit
CLHIV	Children Living with HIV	FSW	Female Sex Workers
CMD	Chairman and Managing Director	GIPA	Greater Involvement of People with HIV/AIDS
CMIS	Computerised Management Information System	HIV	Human Immunodeficiency Virus

HMIS	Health Management Information System	NRL	National Reference Laboratory
HRG	High Risk Group	NSC	National Statistical Commission
HSS	HIV Sentinel Surveillance	NSSO	National Sample Survey Organisation
HR	Human Resource	NTSU	National Technical Support Unit
H&S	Health and Safety	OI	Opportunistic Infections
IBBS	Integrated Biological & Behavioural Surveillance	OPD	Out Patient Department
ICF	Intensified Tuberculosis Case Finding	ORT	Oral Rehydration Therapy
ICTC	Integrated Counseling and Testing Centre	PD	Project Director
IDU	Injecting Drug User	PEP	Post-Exposure Prophylaxis
IEC	Information, Education and Communication	PIPPSE	HIV/AIDS Partnerships: Impact through Prevention, Privet Sector and Evidence Based Programming
ILO	International Labour Organisation	PLHIV	People Living with HIV
IL&FS	Infrastructure Leasing & Financial Services Limited	PPP	Public Private Partnership
INR	Indian National Rupees	PPT	Power Point Presentation
JD	Joint Director	PPTCT	Prevention of Parent to Child Transmission
KABP	Knowledge, Attitude, Behaviour and Practices	PSU	Public Sector Undertaking
LAC	Link ART Centre	RC	Regional Co-ordinator
LFU	Lost to Follow-up	RCH	Reproductive and Child Health
LT	Laboratory Technician	RNTCP	Revised National Tuberculosis Control Programme
LS	Laboratory Services	RSBY	Rashtriya Swasthya Bima Yojna
LWS	Link Worker Scheme	RTI	Reproductive Tract Infections
M & E	Monitoring and Evaluation	SACS	State AIDS Control Society
MARE	Most at Risk Economic Sectors	SIMS	Strategic Information Management System
MARP	Most at Risk Population	SIMU	Strategic Information Management Unit
MBBS	Bachelor of Medicine and Bachelor of Surgery	SMO	Social Marketing Organisation
MbPT	Mumbai Port Trust	SOP	Standard Operating Procedure
MO	Medical Officer	SSI	Small Scale Industry
MoHFW	Ministry of Health & Family Welfare	STD	Sexually Transmitted Diseases
MOLE	Ministry of Labour and Employment	STI	Sexually Transmitted Infection
MoU	Memorandum of Understanding	STRC	State Training & Resource Centre
MSM	Men who have Sex with Men	TAC	Technical Advisory Committee
NACO	National AIDS Control Organisation	TB	Tuberculosis
NACP	National AIDS Control Programme	TG	Transgender
NCEUS	National Commission for Enterprises in the Unorganized Sector	TI	Targeted Intervention
NGO	Non-Government Organisation	TRG	Technical Resource Group
NRHM	National Rural Health Mission	TSG	Technical Support Group
		TSU	Technical Support Unit
		USAID	United States Agency for International Development

Overview About Training Manual

Department of AIDS Control (DAC) has taken strategic step by designing Employer Led Model (ELM) for reaching out to migrant informal workers linked with organized and unorganized sector industries with HIV/AIDS prevention to care program and Services. The Employer Led Model would look at engaging industries employing informal workers and integrating HIV/AIDS prevention, care, treatment and support services within the existing systems and structures of Industries. To support the national roll-out of the Employer Led Model (ELM) detailed Operational Guidelines have been developed.

Although, there has been some efforts made in past to engage industries for HIV/AIDS program, ELM envisages to increase the efforts at larger scale and leverage the existing industry resources to reach out to migrant informal workers with HIV/AIDS prevention to care program.

Training and capacity building of SACS/TSU officials is planned to orient them on the Operational Guidelines, concept, tools and different approaches to identify and develop partnerships with industries for implementing ELM.

This training manual is developed with an objective to conduct cascade training at National, Regional and State level through master trainers. This training manual has following components.

- ▶ **Facilitators Guide:** Step by step approach for conducting trainings on ELM by master trainers at regional and state levels
- ▶ **Worksheets and Job Aids:** Worksheets and Job Aids to be used by facilitators to execute trainings
- ▶ **Participants Manual:** Reference material for participants at various levels

The facilitators' guide supports in translating 'Operational Guidelines on ELM' by orienting participants on different components and approaches of ELM. The facilitators guide envisage to enhance skills of participants to engage industries, design industry specific employer led model and facilitate implementation of HIV/AIDS activities at the industry level.

It is necessary that the officials involved in facilitating ELM familiarize themselves with the Operational Guidelines on ELM prior to roll out of the trainings. This training manual along with accompanying job aids has been developed to conduct trainings of SACS, TSU officials with following goal and objectives.

Goal

Build capacities of participants to design, facilitate and manage employer led models by integrating HIV/AIDS interventions within the existing systems and structures of industries in organized and unorganized sector.

Overall objectives

The sessions contained in this manual are developed keeping in mind following overall objectives.

- ▶ To orient participants on the Operational Guidelines for Employer Led Model
- ▶ Build capacities on approaching and engaging industries, business associates and other stakeholders in organized and unorganized sector
- ▶ Build capacities to facilitate key thematic areas of employer led model by integrating HIV/AIDS program within their existing systems and structures
- ▶ To build capacities of SACS/TSU officials on mentoring and support visits to industries for facilitating ELM

Preparing for the training and facilitation

Through a process of participatory learning, the trainers would focus to build capacities by

- ▶ Providing training to trainers, moderators and facilitators to organise ELM trainings and workshops at the State level
- ▶ Building confidence among participants to train other interested constituents and functionaries to roll out the ELM
- ▶ Providing new information to the representatives from respective SACS and TSU divisions.
- ▶ Facilitating joint analysis and decision making through the use of training tools provided in the manual

This module has been designed considering five process steps in learning:

- ▶ **Experiencing:** Participants are made to be a part of a cycle by which they undergo an experience by doing exercises.
- ▶ **Sharing:** Participant share the data that the activity has generated along with their perceptions and responses on the activity.
- ▶ **Processing:** The participants identify, examine and draw common conclusions through the facilitated process and arrive at common agreement on themes under consideration
- ▶ **Taking a broader view:** The participants relate the experiences with the processed agreements of the previous step to the practical contexts they are facing or likely to face.
- ▶ **Learn to utilise learning in real life contexts:** Participants develop understanding on how to apply the learnings of the previous stage to the real life context in rolling out ELM program in their states.

Preparation to be made by Trainers:

This module will support you to carry out trainings effectively, the best trainer will be one who can facilitate well and use his creativity to bring out the best in the participants.

- ▶ **Be thorough on the Operational for the ELM.** It will help you develop clarity on the Employer Led model and help you respond to the various concerns that may be raised during the training session
- ▶ Read the training manual and be well versed with the training activity. It will inform you on how to conduct the session, how to prepare for the session, what materials are required for the session and what messages that the participants take along
- ▶ Read the power point presentation. These presentations are supportive to each of the sessions and are to be used during the processes of the training program
- ▶ Read the Participants Manual, it contains the take home material for the participants
- ▶ Reach the training centre at least half an hour before the participants and check if the arrangements are in order.
- ▶ Take stock of the progress made every day.
- ▶ Discuss and get feedback from co-trainer and talk to the participants and get their informal feedback rather than waiting till the completion of the training.

Check List for the preparation by trainers on the day of training:

- ▶ Prepare in advance
- ▶ Load the agenda on the computer for the initial session.
- ▶ Make copies of the exercises given in training manual.
- ▶ When you are using an overhead projector, see that it is set at least an hour in advance and is functional.
- ▶ Load the presentation on the computer in advance. Keep the job aids at hand. Have the process in brief printed out for your reference.
- ▶ If you are calling a panel, have a personal discussion with them at least 15 days prior to the program and share on the section of the training manual relevant for the session.
- ▶ Arrange the room as required for the session well in advance.
- ▶ Have the chart papers, marker pens and display boards as required for the session.
- ▶ If participants have to prepare prior to attending the session, please send them the material well in advance with the support of DAC and SACS

Preparations to be made by participants before arriving at the training program through the support of their respective SACS

Participants should be provided with a soft copy of the Operational Guidelines by mail along with the invite letter stating the training objectives, duration (they should attend the entire duration without missing beginning and concluding or any part of the training) and other logistics.

The participants are expected to read the Operational Guidelines for Employer Led Model (ELM), prior to attending the training.

Overview of Cascade Training Plan for Employer Led Model (ELM)

Background:

Employer led model envisage engaging industries in organized and unorganized sector to reach informal workforce with HIV/AIDS prevention to care services by integrating services within existing systems and structures of industries.

To build capacities of officials across 30 SACS/TSU on facilitating ELM, training is being planned in the following manner.

Proposed Target Audience & Training Format

Training Format	Participants Profile	No of Participants	No of Days	Trainers
National TOT	Selected trainers at National Level	15	3 days at National level	Resource persons from NACO, PIPPSE, Industry experts
Training of Trainers (TOT) (Regional Level) (5 Regional level trainings)	<ul style="list-style-type: none"> Representatives from each State from as below TI Division (JD-TI/AD-TI) TSU Team Leader TSU-PO (Responsible for ELM and Migration) Mainstreaming Division 	Approx 90 (All regions)	3 days in each region	<ul style="list-style-type: none"> Master Trainers trained at National level Industry experts at regional level
Cascade training at State Level by Master Trainers (SACS Level)	<ul style="list-style-type: none"> DAPCU officials SACS officials from BSD, CST, STI, IEC division 	20 (Per State)	3 day	<ul style="list-style-type: none"> Trainers trained at Regional level National level trainers to support

Regions for the Regional trainings

Region	States	No of Participants	No of ELMs Proposed
South	TN, Karnataka, Kerala, AP, Pondichary	18	63
North	Delhi, Haryana, HP, Punjab, Raj, UP, MP and Uttarakhand	21	64
West	Mumbai, Maharashtra, Gujarat, Ahmedabad, Goa, Daman	21	84
East	Bihar, Chattisgarh, Jharkhand, WB, Odisha	15	56
North East	Assam, Tripura, Arunachal Pradesh, Meghalaya, Sikkim	18	34
	Total	93	301

Details of National level TOT:

A] National Level TOT:

► Profile of Trainers:

National level-A group of 10 regional consultants will be trained for 3-days at National level by the resource persons from the NACO and PIPPSE. These regional consultants will be the master trainers and will conduct the regional level trainings with support from NACO and PIPSPE team.

Details of Regional level trainings:

- Regional level- Five trainings are planned; one each in north, south, east and north east and western region. The venues selected region-wise are:
 - North-Delhi
 - South-Bengaluru
 - East-Kolkata
 - West-Mumbai
 - Northeast-Guwahati
- **Profile of Participants:** There will be representatives from each state, mainly from: JD-TI/AD-TI, TL-TSU, PO responsible for ELM and migration and Consultant-Mainstreaming and representative from BSD division
- Duration of the training will be 3-days and will be conducted by the regional consultants with the backstopping from the NACO/PIPPSE.

Details of State Level Trainings:

- **Trainers for State level trainings:** State level trainings to be rolled out by the trainers trained in the regional level trainings with support from master trainers trained at national level. Lead will be TSU-TL,
- Participants at State level trainings: DAPCU officials, SACS officials from BSD/CST/STI/IEC divisions
- Duration of Training: 3 days depending on the load
- Respective state level trainings will be planned in consultation with the SACS.

Suggested Agenda for the Training Program on Employer Led Model (ELM) under NACP IV

Day & Time	Session Title	Objectives	Methods	Materials
Day 1				
9:30 – 10:15 45 mins	Session 1: Introduction to workshop	Building a facilitative training environment and setting expectations from the workshop	<ul style="list-style-type: none"> Ice Breaking and introduction Brainstorming ground rules & expectations Presenting the agenda 	Copy of the Agenda
10:15 – 10:30	TEA BREAK			
10:30 – 11:30 1 Hour	Session 2.1: Understanding Migrant Intervention and Relevance of ELM within NACP IV	Appreciate the rational and need for ELM as a key strategy under the NACP IV and how it complements the migrant interventions.	<ul style="list-style-type: none"> Panel presentation Discussions 	Handouts & Worksheets Presentation
11:30 – 1:30 2 hrs	Session 2.2: Understanding the ELM Operational Guidelines and Annexures	Going through Operational Guidelines in Detail	<ul style="list-style-type: none"> Presentation Discussion Group work 	Copy of Operational Guidelines for ELM Presentation
1:30 – 2:00	LUNCH BREAK			
2:00 – 3:15 1 Hour 15 Minutes	Session 3: Building from past learning and current opportunities	Lessons learnt from past projects on engaging industries for HIV/AIDS	<ul style="list-style-type: none"> Presentation Case study and discussion on few documented stories of engaging Private sector 	<ul style="list-style-type: none"> Presentation Panel of representatives from ILO, organizations that implemented HIV/AIDS program at Industries in past Case Studies
3:15 – 3:30	TEA BREAK			
3:30 – 5:00 2 Hours 30 mins (with 15 mins. Tea break	Session 4: Appreciating and Engaging Key Systems, Structures and Stakeholders for ELM	Describe the features of different industrial, economic and employment sectors and identify ways to engagement for HIV initiatives	<ul style="list-style-type: none"> Presentation and Discussion Group work Role play 	<ul style="list-style-type: none"> Presentations Discussion guide for group work; Instruction sheet

* This is suggested agenda it can be adapted on case by case basis for Regional Level/State Level trainings

DAY 2				
Recap of Day 1, Questions and Clarifications				
9:30 – 10:00				
10:00 – 12:00 2 hr.	Session 5: Approaches to Engage Stakeholders for ELM How CSR can be tapped for HIV/AIDS activities	Describe the unique features of different industrial and economic sectors and ways of engaging them for ELM	<ul style="list-style-type: none"> Group discussion for experience sharing on engaging the stakeholders/employers Case-studies on Best practices 	<ul style="list-style-type: none"> Panel of Industry representatives Copies of case studies along with discussion guide;
12:00 – 12:15	TEA BREAK			
	Session 6: Building an approach for ELM Service delivery models	Equipped with know-how and skills to support employers and employee forums to put in place a HIV program in their establishment	<ul style="list-style-type: none"> Presentations Group work and Discussions 	<ul style="list-style-type: none"> Presentations Discussion guide for group work
12:15 – 1:30 1 Hour 15 Mins	Part 6.1: Understanding systems and structures at industries that can be leveraged for HIV	Participants are able to differentiate between systems and structures at industries such as health & safety and welfare services	<ul style="list-style-type: none"> Brainstorming and exploring different industrial systems and structures 	<ul style="list-style-type: none"> Chart papers and marker pens Group work guideline;
1:30 – 2:00	LUNCH BREAK			
2:00 – 3:30 1 Hour 30 Mins	Part 6.2: Approaches for implementation of ELM across the varied industrial undertakings	Participants understand the approaches for ELM across the industrial settings	<ul style="list-style-type: none"> Brainstorming Exploring on the strategy, approach, activities for ELM for HIV services 	<ul style="list-style-type: none"> Chart papers and marker pens Group work ; Presentation on approaches to ELM
3:30 – 4:30 1 hr	Part 6.3: Building role clarity and demarcating responsibilities across Stakeholders	Participants understands the role of different stakeholders in implementation of ELM	<ul style="list-style-type: none"> Plan State specific Role Grid and followed it with a review of the roles proposed by DAC for each functionary 	<ul style="list-style-type: none"> Chart papers and marker pens Role grid template; Power point presentation on approaches to ELM
4:30 – 4:45	TEA BREAK			
4:45 – 5:45 1 hr	Part 6.4: Institutionalizing arrangements between Industry and SACS	Participants understand the arrangements to institutionalise ELM,	<ul style="list-style-type: none"> Group activity to develop a plan for a State/district ELM Coordination Committee 	<ul style="list-style-type: none"> Work sheets and pens Power point presentation on Setting up Co-ordination Committees

DAY 3			
Recap of Day 2, Questions and Clarifications			
9.30 – 10.00	Session 7: Understanding and Customizing Specific Approaches	Describe unique features of different industrial sectors and ways for engaging them	<ul style="list-style-type: none"> • Presentations • Group work
10.00 – 11.30 1 hr 30 mins	Part 7.1: Sensitizing Senior Management for ELM	Understanding on varied needs and diverse groups and define approached for engaging industries/employers	<ul style="list-style-type: none"> • Panel discussion • Interaction with industry champions from different sectors • Industry case studies • Industry representatives sharing the approach • Presentation
11.30 – 11.45	TEA BREAK		
11.45 – 1.30 1 hr 45 mins	Part 7.2: Developing a sensitisation package for industry	Develop a draft presentation flow for sensitising and mobilizing key stakeholders to implement ELM	<ul style="list-style-type: none"> • Group Exercise to develop PPT for sensitization sessions
	Part 7.3: Building conviction among industries for ELM	Interact and negotiate with the industry with confidence, conviction and influence	<ul style="list-style-type: none"> • Role play on conducting the meeting at Industry, associations
1.30 – 2.00	LUNCH BREAK		
2.00 – 4.00 2 hour	Session 8: Meeting Technical Assistance and Capacity Building needs of ELM Partners	<ul style="list-style-type: none"> • Identify and plan approaches for technical and capacity building needs of ELM partners. • Analyze the probable technical assistance needs • Develop a technical assistance response plan for the industries 	<ul style="list-style-type: none"> • Presentation and discussion on contents for the training materials • Group work • Small group discussion using the worksheets
4.30 – 4.45	TEA BREAK		
4.45 – 5.45 1 hr	Session 9: Developing State Action Plan for ELM	Prepare an operational plan to implement the ELM at the State and district level	<ul style="list-style-type: none"> • Group work using worksheets
5.45 – 6.00	Closing Remarks		<ul style="list-style-type: none"> • Chart papers and marker pens • Power point presentation on Action Plan Development



Introduction to Workshop

1

Session

Overall learning objective

Building a facilitative training environment and setting expectations from the workshop

Duration

One hour

Method

Ice Breaking Exercise

Brainstorming

Materials

Copy of the Agenda

Preparation by the facilitator

- ▶ Keep agenda copies ready, five more than the listed number of participants. Also have a copy on the computer for display on the projector. Ensure that the projector is working at least half an hour before the session starts.
- ▶ Have 'Post-it' ready and ensure that participants have pens to write
- ▶ Make two charts, one on the commonly understood ground rules and the training module framework in advance
- ▶ Keep the seating arrangement flexible and with a lot of open space to conduct the introductory group activity

Session objectives

By the end of the session, participants are able to state the topics that will be covered in the ELM training workshop and are prepared to participate for maximum learning.

Expected outcome

At the end of the this activity, each participant

Know the names of fellow participants and facilitators.

- ▶ Understand expected participant' behaviours during the training period.
- ▶ Is clear on n what to expect from the program.
- ▶ Has an overview of the training content including the flow of the sessions and the reference module.

Process – in brief

- ▶ Introduce the workshop objectives
- ▶ Introductions of participants using the Ice Breaking Exercise
- ▶ Set the ground for the workshop
- ▶ Elicit expectations &Share agenda
- ▶ Identify the gap between expectations and agenda and share on how the facilitator will respond to fill in the gap and what cannot be addressed within the training workshop
- ▶ Orientation to the training manual and reference manual and the flow of training

Process in detail

Introduction to the activity : The facilitator introduces the objectives of ELM and the context in brief, especially the utility of ELM for reaching out to the informal migrant workers. S/he lays down the expected outcomes from the participants at the end of training workshop.

Participant introductions : The facilitator gets each participant to write down their name on a piece of paper and asks their neighbor to pin it on to the back of the said person. The facilitator asks the participants to move around and pick up as many names as possible and write one character they observe/knew about that person in their note books. Participants should try others from finding out the name and character they are writing down. After five or ten minutes, the participants are called back to the main group.

The facilitator asks one participant to read out the first name on their list. The person whose name is called out stands up. The person who read out the name shares on what s/he has written about the person. The rest of the members share on what they have written about that person on their notebook. The facilitator asks the person to read the next name on the list and the same process is followed until s/he completes the list. The next person reads out from his/her list and the same process is followed, eliminating those which are already called out. The facilitator continues this process of reading out names and characteristics until all names are covered.

Setting the ground rules : The facilitators get the participants to discuss on the ground rules for the training workshop. They also deliberate on what should be done when any

participant deviates from the ground rules. Some of the commonly known ground rules are:

- ▶ Participate actively, openly and honestly.
- ▶ Respect each other's opinions.
- ▶ Keep to time (for example, at the start of each session and after a break).
- ▶ Switch cell phones to silent mode (and do not take calls during the sessions).

Sharing expectations and agenda : Participants write down three of their expectations from the workshop on the 'Post -it'. The participants read out their expectations and the facilitator writes them on the board clustering common themes together. The facilitator then discusses the agenda and addresses their expectations within the discussion on the agenda. S/he also discusses on what are beyond the scope of the training workshop.

Orientation on the training workshop framework and module : The facilitator orients on the framework of the training workshop using the framework provided here below. The training module is structured as follows:

1. Overall learning objective
2. Duration
3. Method
4. Material
5. Session objective
6. Expected outcome
7. Preparations to be made by Facilitator
8. Process in brief
9. Process in detail
10. Take home messages

Explain that, during the training, the facilitator will use a 'parking zone' where s/he will 'park' on a chart paper any questions that come up, but are not related to the session in process. The facilitator will address the questions that are parked during appropriate sessions or before the end of the training workshop.

At this point mention about the use of Operational Guidelines on ELM (OG-ELM) and how the section in the OG-ELM will help during the training and also subsequently when they operationalize the ELM.

Take home message

- ▶ Participants need to be attentive during the sessions and participate effectively so that they get a thorough understanding on the concept, methodology for training and key messages to be given out during the cascade trainings.

Understanding and Relevance of ELM

2 Session

Overall learning objective

Be able to describe the Employer Led Model (including the concept, principle, strategies, and benefits and identify the challenges that are likely to be witnessed during the roll out of ELM at the industries)

Duration

Two hour 45 minutes

Method

Presentations

Discussions

Walking through the Operational Guidelines on ELM

Materials

- ▶ Presentation and handouts on
 - National AIDS Control Program Phase IV (NACP IV)
 - Migrant strategy
 - ELM- concepts, principles, strategies and benefits
- ▶ Copies of Operational Guidelines on ELM

Session objectives

By the end of this session, participants are able to describe the ELM strategy and develop appreciation of ELM as an effective approach under migrant strategy to reach out to at-risk and vulnerable migrant workers employed in organised and unorganised sector. Also,

appreciate ELM as an approach to scale up HIV/AIDS/STI services (STI management, HIV counseling and testing, care and treatment services) integrated within existing systems and structures of the industries.

Expected outcome

At the end of the this activity, each participant

- ▶ will be able to describe proposed migrant strategy of DAC
- ▶ gets oriented to Operational Guidelines for ELM
- ▶ use Operational Guidelines on ELM to plan and implement ELM interventions at state-level
- ▶ is able to explain the pertinence of ELM as an extension of migrant strategy reaching to informal and unorganized migrant workforce in industry
- ▶ appreciates and is convinced about the benefits of involving industries to lead ELM
- ▶ is able to elucidate the concepts, objectives, strategies and components of ELM

Reading reference in the Operational Guidelines on ELM

Overall operational guideline and more specifically;

Section 1: Background and Rationale

Section 2: Industry and HIV/AIDS

Section 4: Introduction to Employer Led Model

Algorithm for ELM provided in Section 8 of Operational Guidelines

Preparations to be made by facilitator

- ▶ Invite representative from NACO to provide insightful discussion on proposed NACP IV and ELM.
- ▶ Choose a moderator who keeps the discussion centred on NACP IV and ELM, adhere to and enforce the guidelines and rules of discussion, and can act as an anchor to the event. The facilitator can also be the moderator.
- ▶ Make sufficient copies of Operational Guidelines on ELM for distribution to all participants
- ▶ Collect the presentations from speakers and load it into the projection device or laptop. Set the device and check functionality before the start of the session.

Process – in brief

- ▶ Introduce the session and session objectives, explain what speaker will talk as described below and share/ discuss the ground rules during the discussion
- ▶ Each speaker presents on the topic allocated
 - Proposed NACP IV and Migrant Strategy-15 minutes
 - Basic objectives ELM- 15 minutes and how it complements migrant strategy

- ▶ Participants will discuss on the topics
- ▶ Participants will write down their questions and facilitators collect them
- ▶ The facilitator elicits responses from panelist
- ▶ Panelist responds to the questions
- ▶ Present, discuss and support the participants to walk through the Operational Guidelines section by section, and clarify doubts, questions and concerns.

Process in detail

Introduction to the activity

The facilitator introduces the session and the session objective to the participants as described above. S/he introduces the topic of ELM as an approach to encourage and facilitate prospective employers to take lead towards addressing risk and vulnerabilities of their employees to HIV/AIDS and STI especially among informal migrant workers. S/he states that the purpose of this session to gain clarity on ELM.

Presentation by NACO representative

The presentation on NACP IV will focus on the thrust emphasis of the NACP program in the current phase. The presentation on Migrant strategy will focus on the current initiatives of the migrant strategy and also identify the value addition and challenges in reaching out to migrant workers at industrial set-ups. The presentation on ELM will take forward from there and describe the value addition of ELM to address these gaps and build on the strengths of current interventions. The detailed orientation on the Operational Guidelines for ELM will be conducted through a presentation. The presentation will focus on to describe the concept, objectives, key strategies, and proposed components of ELM across organized and unorganized sector.

Discussion

The participants will raise doubts, or seek clarification on situations that they might generally encounter during the process of working with the industry. The facilitator also identifies and raises questions and issues that the panelist or participants have not brought to the discussion. The speakers will respond to the queries.

Presentation and Discussion on Operational Guidelines on ELM:

The facilitator will use presentation on Session 2 and the physical copy of the operational guidelines on ELM to elaborate on each of the sections and the participants will go through the sections in their copies. After explaining the key points from each section the facilitator will generate discussion with the participants to help them to articulate any questions/concerns. S/he will clarify and explain each of them to help the participants develop clarity, overcome confusions and feel confident to operationalize ELM. Some of the points that will be addressed during this session will include:

- ▶ Place of ELM within the migrant strategy
- ▶ Prioritization of industrial sectors and target groups for ELM
- ▶ Rational and conviction for implementing ELM

- ▶ Use of flow chart on identifying target group of ELM based on industry linked migrants (pg. 37 in OG-ELM)
- ▶ Clarity on current migrant TIs and scope of ELM and how to avoid duplication, and transition of current TIs to ELM if any
- ▶ Link the training needs (based on participant's questions and doubts) with the subsequent training sessions

Take Home Messages:

- ▶ NACP IV emphasises on implementing approaches such as ELM to reach out to the informal migrant workers in addition to the ongoing migrant interventions.
- ▶ SACS/TSUs/DAPCUs need to understand the ELM guidelines and implement them accordingly
- ▶ ELM approach supports in identifying and reaching informal migrants in the identified key sectors
- ▶ ELM involves engaging the employers to reach out to their informal migrant workers with HIV prevention, treatment, care and support services
- ▶ ELM approach ensures ownership by the employer and also attempts to bring into the fold the supply chain partners of the industry.
- ▶ The migrant TI is primarily provides services however its reach depends upon availability of time with the workers and accessibility of services within their reach.
- ▶ ELM may be able to provide services to its own work force under CSR initiatives and migrants may leverage to make themselves healthy.

Thus it provides a win-win situation for employers (their CSR perspective can be fulfilled), the workers remain healthy would contribute to the productivity of the industry and there is overall contribution by the ELM to the National Programme in terms of reach, quality of services for migrants.

Building from Past Learning and Current Opportunities

3 Session

Overall learning objective

Be able to incorporate and apply past experiences into planning and implementing the activities by SACS in collaboration with industries, employes (may be in the form of Work Place Policy, Activities by Mainstreaming Division, PP initiatives within industries) (including lessons learned, adapting available tools and resources available, and identifying the gaps in industry responses)

Duration

One hour 15 Minutes

Method

Experience sharing and discussion

Presentation

Case study and discussion

Materials

- ▶ Presentations by the representatives from ILO
- ▶ Presentations by the representative from organizations which implemented HIV/AIDS interventions at the Industries
- ▶ Copies of selected guidelines/handbooks and case studies

Reading reference in the Operational guideline

- ▶ Annexure 1: Examples of interventions for addressing HIV/AIDS in the world of work

Session objectives

By the end of the session, participants are able to enumerate several past experiences of working with industries and enterprises to implement HIV/AIDS programs for formal and informal employees and identify opportunities to integrate ELM.

Expected outcome

At the end of this activity participants will be able to

- ▶ Identify opportunities for private sector engagement- global and national instruments facilitative for promoting ELM
- ▶ Use learning on the initiatives carried out in the country and internationally as part of workplace interventions and mainstreaming. Lessons learnt and areas for improvement
- ▶ Apply cross learning from current State initiatives to engage industries
- ▶ Differentiate between workplace intervention and ELM

Process – in brief:

- ▶ Sharing any experience of participants' on engaging the employers (briefly on the level of engagement, type of intervention, challenges, opportunities)
- ▶ Presentation and Discussion: The facilitator will introduce the session and makes the presentation on global and Indian programs related to engaging businesses and lessons learned from them.
- ▶ Orientation to tools: The instruments and tools are presented and their content and appropriate use is described.

Process in detail

Introduction to the activity

The facilitator introduces the session and the session objective to the participants as described above. S/he introduces the global efforts made by development agencies and different business initiatives to join hands together to mount the war against HIV/AIDS.

Presentation on Past Learning and Current Opportunities

The facilitator will describe the significant role played by the World Bank in partnership with UNAIDS, ILO and other prominent global payers to mobilize the business sector to organize, build capacity and provide awareness education, STI and Condom Services are explained. The role of business coalitions and its varied forms of operation and outreach will be pointed out. The history of business coalitions in India and the programs implemented are explained. The scope and role played by businesses are summarized to provide understanding of extent to which they are relevant to ELM. Each of the instruments such as guidelines, handbooks are listed and its key features are presented. The project details, implementation mechanism and key lessons learned from ILO's HIV/AIDS in the world of work and PSI's Connect project will be shared in detail.

Presentations by Representatives from ILO and Organizations that implemented HIV/AIDS program with Industries in Past

- ▶ Facilitator Introduces the speakers from ILO, Project Connect and other organisations.

- ▶ The representatives from ILO and organization that implemented HIV/AIDS program with industries in past such as Project Connect, Modicare Foundation etc will be invited for this session.
- ▶ The invited representatives will be briefed on the objective of the session
- ▶ The presentations will focus on the experiences working with industries, sharing case studies, best practices, challenges faced and most importantly highlighting the lessons learnt
- ▶ The presentations will be followed by the discussions and questions and answers from the participants.
- ▶ The Facilitator will summarise the lessons learnt and way forward.

The facilitator then highlights the value added components proposed in ELM interventions. S/he elaborates on each of the following points. And suggests how the currently available resources and tools can be utilized to plan and implement the ELM.

- ▶ Industry led sustainable and responsible initiatives
- ▶ Substantial investment during NACP IV by industries through their health facilities
- ▶ Formal Public Private/Public -Public collaboration to mainstream HIV in the world of work

Presentation on New Companies Act – 2013 and Opportunities for ELM

- ▶ Facilitator will make a presentation on the New Companies Act -2013 and highlight the CSR related inclusions in the new companies bill
- ▶ The facilitator will explain the scope of the CSR inclusions on the companies
- ▶ The presentation will highlight the inclusion of HIV/AIDS activities as one component within the CSR inclusions as per schedule VII
- ▶ Discussion will be facilitated around the CSR inclusions and opportunities for motivating companies for taking up HIV/AIDS activities

Take Home messages

- ▶ The experience of mobilising employers has been mainly limited to businesses in the organized sector
- ▶ There have been efforts made to create a conducive policy environment but experience is limited to mobilizing employers in the informal sectors
- ▶ The tools and instruments that exists could be used to sensitize and mobilize the employers
- ▶ There is need to be more creative and innovative to reach out the informal sector stakeholders
- ▶ Technical capacity strengthening and collaboration with industry partners is essential to shape these initiatives into business sense for the employers.
- ▶ Participants appreciate that the new companies act offers a unique opportunity to the corporate sector and organized industries to enter win win situation by adapting ELM

Appreciating and Engaging Key Stakeholders, Systems and Structures within Industries for ELM

4 Session

Overall learning objective

Describe the features of different industrial, economic and employment sectors and identify ways to engage with different systems, structures and stakeholders for HIV initiatives

Duration

Two hours 30 minutes

Method

Group work

Role play

Materials

- ▶ Power point presentations
- ▶ Handouts on data on migrants and their HIV/AIDS vulnerabilities
- ▶ Discussion guide for group work

Session objectives

By the end of the session the participants will be able to gain insights to identify and engage with stakeholders in the industrial and business world and different economic and employment sectors that are relevant for planning and implementing ELM for HIV and AIDS initiatives

Expected outcome

At the end of the this activity, the participants are able to

- ▶ Identify and categorize systems and structures of Organised/Unorganised Industrial Sectors.

- ▶ Analyze compounding HIV risk and vulnerability factors in different sectors, especially for migrant informal workforce
- ▶ Develop a sector specific inventory of systems and structures and how HIV/AIDS activities can be integrated in those systems and structures
- ▶ Use different methods to engage with the employers and other structures for ELM

Facilitator Preparation

- ▶ The facilitator would have read and got familiarized with the state and region specific data on the HIV/AIDS vulnerabilities of migrants and the sectors migrants are employed. S/he would use this information to decide on the number of groups and sectors to be assigned for the group work.
- ▶ Familiarize with the power point presentations

Reading reference in the Operational guideline

Section 3: Industry Structures and Definitions

Annexure 8: Systems and structures that can be leveraged for Employer led Model

Annexure 2: Structures of various industries/Units

Section 8: Prioritising Industries for Employer Led Interventions

Annexure 6: Steps in identifying and prioritising industries for ELM

Process – in brief

- ▶ Facilitator introduces the session, its objectives and flow. Following this s/he makes a brief presentation on categories of sectors/employers and its characteristics. S/he engages the participants in a discussion to link key points presented with the components of ELM model (15 minutes).
- ▶ The participants are divided into 3-4 groups and assigned a region to study the migrant and informal sector data to identify five key sectors for ELM (30 minutes)
- ▶ The facilitator provides each group a discussion guide pertaining to the sectors identified for ELM program. Each group discusses the data available on the particular sector and HIV/AIDS vulnerabilities of workers engaged in that sectors, and prepares a presentation to share with the larger group (30 minutes).

Process in detail

Introduction to the activity

The facilitator introduces the session objective and session flow to the participants as listed above. S/he describes categories of sectors, its characteristics that have bearing on the workforce. Through group work the participants are supported to review the data available for key sectors employing migrant informal workers and their HIV/AIDS vulnerabilities. Participants are assigned situations on which they perform group work to identify sector specific systems and structures, methods for mobilizing stakeholders and overcoming challenges.

Presentation and Discussion

The facilitator will make a power point presentation to present categorization of sectors and its characteristics. S/he will present the definitions on classification of sectors, type of

workers and enterprises. The classification of formal and informal economic sector is based on whether or not an enterprise or entity is registered and or governed by government rules and regulations. Classification of formal and informal workforce is primarily based on the economic sector they belong to and whether or not they are covered by the employment and social security benefits. The term public and private refers classification of enterprises that are owned by government and non-government entities respectively. The public sector typically provides basic (government) services such as the military, police, roads, transportation, education and health services. The private sector is wide-ranging and diverse in nature; it encompasses all nongovernmental institutions. The term employer in the formal and informal sector will be explained. Considering that it is easier to identify and work with the employers in the formal sectors, the presentation will illustrate identifying and engaging broad category of employers in the informal sector. The knowledge and details of sectors, category of workers and type of employers will be linked with identifying key economic sectors and its nature.

The facilitator also highlights on how CSR functions at different industries and how CSR can be tapped for mobilizing industries for taking up HIV/AIDS activities as part of CSR

The presentation will also focus on the structures of unorganized sector and associated stakeholders and how these stakeholders can be engaged for facilitating HIV/AIDS activities

Prioritization of industries

Participants are asked to form regional groups. Participants are to refer to the following information that they have been provided by their respective SACS in the regional groups and arrive at five industries that they would like to focus on for prioritisation based on the grid provided below.

- ▶ **Secondary data on informal workforce in any area:**

Source: Department of Labour, Department of Industries and Commerce, Employers/ Industries associations, trade unions, contractors, employment agencies, mapping data available with SACS

- ▶ **Mapping of services**

Source: Existing information with health department, industries, ESIC, secondary information from existing TIs in the area

- ▶ **Data on vulnerability and risk patterns in the state**

Source: Indirectly from the existing HRG TIs in the area, STI data from clinics, data from ICTC and directly through FGD among informal workforce at the residences/workplaces/hotspots of HRG TIs. Directly through FGD among informal workforce at the residences/workplaces/hotspots of HRG TIs

Participants are asked to discuss and identify why the sector is at risk/vulnerable. They are then asked to narrow the focus and concentrate one sector and identify five major industries within the sectors that they think are critical for intervention in their region.

Using the template given below, the participants are asked to score each item after discussion within the group on why a particular industry of the five shortlisted is at higher risk and deliberate on the reasons for the score. The group deliberates for the next five

minutes on the plausible blocks that are likely to face in scoring sectors.

The participants present their discussions in the plenary. The facilitator consolidates the learning mentioning that there are regional, state and location specific priorities, responses and challenges. Hence the prioritization could be done at all the three levels when the state is planning for the ELM. The facilitator uses the slides for teaching the participants on the basic steps in prioritization of industries for ELM. When consolidating the reflections, the facilitator uses the points from the slides provided.

Sample prioritization matrix

Criteria	Score	1. Scoring value	Industry 1	Industry 2	Industry 3	Industry 4	Industry 5
Where would you place the industry on risk and vulnerability? For e.g. the industry has: Predominantly migrants are clients of HRGs, migrants having high STI burden Evidences from ICTC suggests higher representation from this industry sector	5	1. Low risk or vulnerability 2. Somewhat at risk and vulnerable 3. Medium risk and vulnerability 4. High risk and vulnerability 5. Very high risk and vulnerability					
Does the evidence suggest that there is an urgent need to intervene in the industry?	5	1. No priority 2. Low priority 3. Medium priority 4. High priority 5. Very high priority					
Would the risk to spread of infection/HIV deaths/loss to industry be high if the sector fails to provide HIV services?	5	1. No loss 2. Somewhat 3. Medium 4. High 5. Very high					

Does placing interventions in the industry provide for positive benefits to migrants at risk?	5	<ol style="list-style-type: none"> 1. No value 2. Somewhat value 3. Medium value 4. High value 5. Very high value 					
Does the industry have some mechanisms for health services within the industry or through alternate health care facility that could be valuable for ELM?	5	<ol style="list-style-type: none"> 1. No health service available 2. Employees go to commonly known local private providers 3. Industry has on call doctors/ private hospital linkages 4. The industry in-house doctors who provide a package of services on outpatient basis and refer to network hospital for admission 5. Industry runs its own hospital 					
Has the industry carried out any programs on HIV prevention and care?	5	<ol style="list-style-type: none"> 1. No association 2. Shown interest 3. Participate in World AIDS Day and other programs sporadically 4. Have approached SACS to established HIV program in industry 5. Have minimal HIV program on their own 					
Would there be potential to leverage other services subsequent to entry?	5	<ol style="list-style-type: none"> 1. Little leverage potential, isolated service 2. Some leverage 3. Medium leverage; service could be leveraged by many 4. High leverage; service could be leveraged by many, possible to motivate organisation to include higher order services such as CD machines etc. 					

		5. Very high leverage; service could be leveraged by many , and much leverage with comprehensive package of services that can be available to the neighbourhood					
Total score*	40						

**Interpretation of the scores: These scores are indicative where SACS could first initiate the programs. Higher scores reflect that the industry has higher potential to be a part of the ELM and hence SACS should consider those industries with higher scores as initial starters for the program.*

Group work on identifying Stakeholders, Systems and Structures for ELM

Facilitator divides the participants into 3-4 groups and assigns to each of them a sector that has been identified in the last group work for ELM in the region. Participants exercise their choice, based on their comfort and familiarity in short-listing and choosing the sector of their choice for the group work. After helping the groups to identify their moderator and reporter, facilitator will provide a discussion guide and explanation to keep the discussion structured and focused.

Stage one: each of the groups will follow the discussion guide to identify the stakeholders and how each one of them could be mobilized for implementation of ELM. During the group work, facilitator visits each group to clarify and provide support to the groups. After the allocated time is over, in the last 15 minutes, each group makes a brief presentation to the larger group on the information gathered in the discussion guide. Other groups and facilitator will make quick comments and add information to the guide. The facilitator wraps the discussion by indicating key stakeholders, the role that they can play in implementation of ELM.

Stage Two: each of the groups will follow the discussion guide to identify the systems and structures within the industries that can be leveraged for integrating HIV/AIDS activities. How each one of them could be used for integrating HIV/AIDS activities for implementation of ELM. During the group work, facilitator visits each group to clarify and provide support to the groups. After the allocated time is over, in the last 15 minutes, each group makes a brief presentation to the larger group on the information gathered in the discussion guide. Other groups and facilitator will make quick comments and add information to the guide. The facilitator wraps the discussion by indicating key stakeholders, the role that they can play in implementation of ELM. The group would

Reference Material: The Chapter 3 in Participants Manual, Section 3 and Annexure 8 in the Operational Guidelines can be referred for the discussion and group work

Stage 1: Discussion Guide to identify stakeholders at the Identified Industry

1. State name and type of the industry/sector/unit:		
2. Bullet points on information on vulnerable conditions influencing Health and HIV risk (migration, work environment, behavioral/life-style):		
<ul style="list-style-type: none"> • • • 		
3. Identify at least five Stakeholders for the industry selected	4. How they can be engaged for the HIV/AIDS program within the industry/sector/unit	5. Possible role they can play in ELM

Stage 2: Group work and Discussion Guide for the Systems and Structures to be identified at the Industry

6. Inventorise the systems and structures at the industry (Hospital/Health Set up, health and safety programs)	Which HIV/AIDS Activities that can be integrated within the identified system or Structure	What are the key steps that you would take to integrate the HIV/AIDS activities within this system
E.g Health set up		
E.g Health and safety program		

Presentation by Groups on Group Work

The participants would make presentations on the systems and structures and the key stakeholders for the industry assigned and how the stakeholders can be engaged for ELM. The facilitator would summarise the presentation and discussions to highlight the key take home messages.

Take home Messages

- ▶ ELM program like any program needs to be planned based on the available data and evidence
- ▶ Each SACS/TSUs need to identify the key sectors in which most of the informal and migrant workers with relative HIV risk are engaged
- ▶ Identify key players in each of the identified sectors and develop mechanism to reachout and involve them developing and implementing ELM
- ▶ Each sector is unique and each of the stakeholder, systems and structures are unique, hence the approaches and methods to find entry and integration of HIV/AIDS services needs to be unique
- ▶ Identifying and integrating existing systems and structures in each of the sector needs to be planned systematically for effective implementation of different ELM models

Approaches to Engage Stakeholders for ELM

5
Session

Overall learning objective

Describe the unique features of different industrial and economic sectors and use appropriate tools to formalize engagement with them

Duration

One hour and thirty minutes

Method

- ▶ Panel discussion with Industry representatives those are implementing HIV/AIDS program
- ▶ Case-study on industry situation and defining approaches
- ▶ Exercises to familiarize to few tools or strategies for working with ELM
- ▶ Sharing best practices documents from PSI & ILO

Materials

- ▶ Panel of Industry representatives
- ▶ Presentation on case studies by Industry representatives
- ▶ Copies of case studies; existing manuals and handbooks; and best practice documents

Reading reference in the Operational guideline

Section 9: Approaching Industries to Initiate ELM

Session objectives

Adapting the existing approaches to match with the varied needs and diverse groups of industries/employers.

Expected outcome

At the end of the this activity the participants will be able to

- ▶ Recognize varied needs of stakeholders in organized and unorganized sector
- ▶ Explore need based models and approaches for ELM
- ▶ Prepare to face challenges that might be faced in approaching industries and how to address those challenges
- ▶ Share tools and strategies for working with ELM

Process – in brief

- ▶ Panel discussion with Industry representatives to share their experiences and learnings
- ▶ Case-study on industry situation and defining approaches to mobilize stakeholders (30 minutes)

Process in detail

Method 1: Panel discussion by Industry Representatives from organized and unorganized sector that implemented HIV/AIDS program

- ▶ The industry representatives from organized and unorganized sector those have implemented the HIV/AIDS activities would be identified at the local level
- ▶ The industry representatives will be invited for the panel discussion with the specific objective of sharing the activities implemented by their organization, how the industry/company approached to initiate the HIV/AIDS activities, the challenges faced, the systems implemented and the lessons learnt
- ▶ The facilitator will facilitate the panel discussion of industry representatives
- ▶ Ideally 2-3 Industry representatives would be invited in each of the regional trainings.
- ▶ The industry representatives would be briefed in advance (15 days) on the objective of session, the expected outcome of session and topics to be covered in the presentation/discussion
- ▶ The presentation will also focus on the motivating factors for taking up the HIV/AIDS activities and how HIV/AIDS activities were institutionalised as part of the industry systems.
- ▶ The presentations will be followed with discussions and questions and answers
- ▶ The facilitator will summarize the discussion points to draw the take away messages

Method 2: Case-studies on Industry situation and Approaches

Facilitator presents 3 case-studies one after the other. The first case-study will depict the situation in a public sector undertaking (PSU), second in a private corporate and third one in an unorganized sector. The case-study on each of the sector will have basic information on the key stakeholders, their relationship with each other, existing structures (for more details to ref to Section: 3 of Operational Guidelines for ELM page no. 21), employment conditions and situation of workers. After presenting the handouts on each of the case studies, participants will discuss in small groups in the clusters they are sitting and develop steps and processes under each of the steps. Alternatively, each of the case studies will be shown on the screen and participants are provided about five minutes to discuss each of the situations in their small clusters and identify the steps and key processes, following which each cluster will share it

with the larger group. The facilitator will presents the case study and guides the discussions using the discussion guide as follows.

Case 1: A multi location public sector company in the coal sector has registered that several of its workers are diagnosed HIV positive in one of their subsidiary located in a HIV high prevalence district. The company has a structured medical and health care facility and services, but are somehow hesitant to include HIV and AIDS prevention, treatment, care and support services owing to lack of technical know how and already existing huge work load. One trade union has been successful in getting management support to organize few HIV awareness programs but often find it difficult to get the management committed to do initiate a comprehensive HIV and AIDS program.

Case 2: A large Indian private company has 11 sugar manufacturing units and employs close to 3,500 regular employs. In addition has engaged contractors, through which about 4,500 migrant workers are engaged on contract basis mainly for packing, loading, transporting, maintenance and housekeeping jobs. The company is now in an expansion mode and envisages to engage few thousand workers for construction related project on a turnkey basis.

Case 3: The data gathered through few studies by one of the SACS indicates that textile units are employing young migrant workers in large numbers. The study findings indicate that the young migrant workers are at risk of HIV due to lack of information and no access to prevention education and services. A recently formed trade union with affiliation to a state-level textile sector union has been organizing the workers to address issues to related to employment conditions including wages, transport, subsidized food, and other welfare services.

Discussion points for case-studies:

- ▶ Identify all possible stakeholders in this company/industry
- ▶ Identify different stakeholders that could be approached for HIV related program
- ▶ Identify one key stakeholder and list all possible steps you follow to approaching and involve that stakeholder for ELM.

The facilitator concludes the discussion using a presentation on key stakeholders and few effective approaches from past experiences. Possible systems and structures by type of sectors are elaborated using the presentation. Emphasis will be given to identify the most appropriate ones that are specific to the industry/sector type and tips on how to engage and collaborate with them.

Takehome Messages

- ▶ In unorganised sector one needs to identify systems/structures such as associations/federations/societies for facilitating ELM.
- ▶ Each Industry is unique and needs a customized approach for engaging them in ELM.
- ▶ Motivations for taking up HIV/AIDS activities varies from industry to industry. One needs to identify what would motivate the industry and pitch accordingly.
- ▶ Senior management engagement is key for mobilizing industries for ELM.

Building an approach for ELM Service delivery model

6 Session

Overall learning objective

Equipped with know-how and skills to support employers and employee forums to put in place a HIV program in their establishment ; and Developed expertise on setting up coordination mechanisms at State and district level to facilitate ELM within SACS/DACS and with industry

Note: This Session has four parts to it and would take half day. All the exercises are interlinked to facilitate interconnections across the steps.

Part 6.1: Understanding of industrial health and welfare services

Part 6.2: Planning approaches for implementation of ELM across industries

Part 6.3: Building role clarity and demarcating responsibilities across SACS, TSU, DAPCU and industries

Part 6.4: Institutional arrangements for ELM

This exercise should be done by one/team of facilitator/s who run the four exercises. It should not be split among various facilitators to maintain the continuity of the flow of the sessions. It would be advisable to invite an Industry Official/ Labor department person who is on board on ELM to provide the dimension of what the industry would be willing to do, could be motivated to do and what should not be expected from the industry.

Part 6.1: Understanding forms of industrial health and welfare services in varied industrial undertakings

Duration

One hour 30 minutes

Method:

Brainstorming and exploring different industrial systems and structures for health, safety and welfare at industries

Materials

Group work guideline

Session objectives

Participants are able to differentiate between the broad forms of health, safety and welfare service arrangements across the varied types of industrial undertakings.

Expected outcome

At the end of the this activity, participants have a bird's eye view on how industries provide health, safety and welfare services to employees, temporary staff and contractual labor and where HIV interventions could be anchored and pitched.

Preparations to be made by facilitator

- ▶ Organise four copies of small group discussion guideline for the activity (provided at the end of session)
- ▶ Presentation should be loaded on the computer in advance. Please check if the projector works at least half an hour before session.
- ▶ Organise the seating arrangement to suit the small group discussion, preferably cluster arrangement or additional rooms for group discussion

Process – in brief:

- ▶ Introduce the session and session objectives
- ▶ Explain the purpose of the small group discussion activity as: to identify the major health and welfare models in four categories of employers: Public sector undertaking; Large private sector undertakings; micro, small and medium enterprise; and informal sectors. This discussion will be done in four small groups.
- ▶ Small groups brainstorm to explore all models of health care, occupational safety measures and welfare models
- ▶ Large group sharing of small group discussion outputs
- ▶ Facilitator adds additional information on available models

Process in detail

Introducing the session

The facilitator shares on the session objective to the participant and introduces the purpose of the small group activity as: building an approach for ELM for public sector undertakings, large private sector undertakings, medium and small manufacturing entrepreneurs and informal sectors.

Small group discussion

The facilitator now divides the participants into four groups by asking them to choose the group that they feel they are most informed on. In case any group has more members,

s/he negotiates to move participants in such a way that there is a uniform spread across the groups. Each group selects a facilitator and a note taker. Each group develops a presentation at the end of the group discussion. The facilitator provides each group with chart papers and markers.

The groups will discuss and identify an inventory on the major health and welfare models in the different types of industries:

Public sector undertaking

- ▶ Large private sector undertakings
- ▶ Micro, small and medium enterprise
- ▶ Informal sector not linked to formal industries

They will also discuss on how they operate to provide health and welfare services to the employees, i.e. regular employees and to the informal and unorganized sector. The barriers/limitations in reaching services to the unorganized sector in each category of undertakings will be discussed. If need be, the groups can use the internet to identify additional information from the website of the industries.

Template for developing an inventory of services for any one industry:

Category	Health Services	Welfare Services	Safety Measures
Permanent employees			
Contractual staff			
Informal and unorganised employees			

Sharing in large group

The four groups share the main findings arrived at through the small group discussion in the larger group. After each of the group presentation, participants or non presenting groups are invited to contribute additional information known to them on that particular sector. After having completed the presentation and discussion of all the groups, the facilitator elaborates on the health and welfare services and structures of various types of industries, the proposed ELM models of health care (with and without health facility) and the plausible components of HIV services (provided in the power point presentation).

The groups will incorporate any missing elements that were discussed in the larger group discussion but were not part of their presentation.

Part 6.2: Planning approaches for implementation of ELM across the varied industrial undertakings

Duration

One hour 30 minutes

Method:

Brainstorming and exploring on the strategy, approach, activities and monitoring mechanisms for ELM for HIV services for migrants across different industrial systems and structures for health and welfare.

Materials

Chart papers and marker pens
 Group work
 Power point presentation on approaches to ELM

Session objectives

Participants are able to plan approaches for providing HIV services to migrants in informal sector through ELM/variants appropriate to the type of industrial undertakings.

Expected outcome

At the end of the this activity, participants are able to demystify ELM approach and facilitate designing of plausible activities for informal sector migrants through ELM

Preparations to be made by facilitator

- ▶ Keep chart papers and makers pens at hand, preferably large chart paper sheets
- ▶ Locate space and organise gallery walk
- ▶ Make available previous group work material for each group

Reading reference in the Operational Guideline

Section 5: Service Packages for Employer Led Model
 Section 11: Adapting HIV/AIDS Policy
 Section 12: Outreach for Creating Awareness on HIV/AIDS
 Section 13: Integrating HIV/AIDS Services within Health facilities linked with industries
 Section 14: HIV/AIDS services for industries without health facilities
 Section 15: TB and HIV Linkages in Employer Led Model
 Section 16: Condom Availability at Industries
 Annexure 3: Detailed costing for different service packages of ELM
 Annexure 9-11¹

Process – in brief:

- ▶ The groups continue their discussion on ‘Identifying suitable approaches for incorporating HIV services for migrants’ in the particular sector they are allotted
- ▶ Groups take a gallery walk and contribute to improvise other group’s output.
- ▶ Facilitator adds additional information on approaches that are available or tried out.
- ▶ Optionally, a person from the industry (HRD, Safety, Welfare or Health) or DAC/SACS could be called to clarify the doubts and queries of the participants.

Process in detail

Providing the next theme for discussion

After the tea break, the participants meet in same groups. The groups are given the second topic- ‘Planning an approach to integrate HIV services within the health, safety and welfare

¹ Annexure 9: Detailed guidelines for STI Management Services at Industry level
 Annexure 10: Detailed guidelines for ICTC services at Industry level
 Annexure 11: Detailed guidelines for ART services at Industries

programs of the industry using employer led approach'. The deliberations would include - outcomes the group desires to achieve, the strategy to be followed to achieve the goal, the activities that will need to be planned and the mechanisms for monitoring the outcomes desired. The facilitator may ask the group to consider one industry under the sector they were allotted and plan for the approach.

Suggesting probes for discussion

To facilitate the group discussion, the facilitator provides the group with the following probes to assist them in developing an approach and planning activities (what and how). The facilitator informs them that these questions are indicative and they are free to plan the most suitable approach by adding additional probes if any.

- What are the outcomes that we wish to achieve?
- Having understood the health, safety and welfare system in the industry, what are the various activities that we can consider to achieve our goal?
- What should the service delivery components that will be needed for HIV testing, and treatment of STI/RTI/ OI/ART?
- How to facilitate non discriminatory care and support?
- How to promote prevention?
- What should the condom promotion strategy be?
- What are the social protection schemes that need to be brought into the folds of services?
- What are the opportunity anchors (people and avenue) available within the industry?
- Can we identify newer opportunity anchors (people and avenue) for building linkage and networking through labor department and other services

The facilitator needs to ensure that elements such as condom social marketing, reduction of stigma and discrimination, protection of people who are positive within the industry and services for the informal and unorganized labor are adequately reflected as part of the approach.

Gallery walk

The groups display their presentation on the wall or on ropes ties across the room. The participants take a gallery walk and add on any additional points that they think are missing in the other presentations. Once the groups have completed the gallery walk, s/he asks the participants to share on the major learnings. The facilitator draws out the commonalities and differences in the various approaches to reach out services to the migrants and unorganized sector across the undertakings. Using the presentation provided by DAC, the facilitators further affirms the approach that needs to be followed for employer led model.

Worksheet for group work

Purpose:			
Expected outcome:			
Strategy	Approach	Activities	How will you know
What is the method you want to choose to bring about a desired outcome?	What is the stepwise path that you would like to take for the selected strategy?	What are the actions that are necessary for the approach? Monitoring mechanisms	that you have reached your goal and how will measure them periodically?

Part 6.3: Building role clarity and demarcating responsibilities across SACS, TSU, DAPCU and industries

Duration

One hour

Method:

Plan State specific Role Grid and followed it with a review of the roles proposed by DAC for each functionary

Materials

Chart papers and marker pens

Role grid template

Power point presentation on approaches to ELM

Session objectives

Participants are able to work with team spirit and sense of partnership to provide timely and quality technical assistance to the private sector.

Expected outcome

At the end of the this activity, participants are able to have role clarity, are able to work out task divisions and demarcate responsibilities between SACS, TSU, DAPCU and the industry for the roll out of ELM

Preparations to be made by facilitator

- ▶ Set the projector device and load the power point presentation and the role grid template
- ▶ Organise cluster seating
- ▶ Take print outs of the role grid template, five more than the number of participants
- ▶ Post-it for each group
- ▶ Have space to move around

Reading reference in the Operational Guideline

Section 6: Roles and responsibilities of Key Stakeholders in Employer Led Model

Annexure 4: Industry wise suggested framework of activities and Roles and Responsibilities for Employer Led Model

Process – in brief:

- ▶ Having developed an understanding on the approach and activities across the four groups or industrial undertakings, the participants within the same groups deliberate on the various roles that are likely to emerge in the roll out of ELM
- ▶ The groups arrive at a role division among the four players: SACS, TSU, DAPCU and Industry considering the persons who need to be involved from each constituent
- ▶ The facilitator provides the group with the DAC Role grid for ELM and the groups review their DAC role grid across the one that they have developed
- ▶ Each group shares their role grid with the next group sitting besides them and that group add inputs to the role grid.
- ▶ Each group carries out a dumb charade which other groups have to guess. This is continued in a circular fashion until each group receives their outputs and all groups have contributed to each other.
- ▶ The groups suggest changes in the role grid developed by DAC
- ▶ The facilitators allow the groups to discuss and come to a common understanding on the roles and role demarcation.

Process in detail

Getting prepared

The facilitator asks the participants to relook at the outputs of the previous group work and asks them to add on any additional inputs that they have got on the approach and strategy. Once the groups have completed the task, the four chart papers are then pasted on the wall or place in one location where they can be seen. The facilitator invites one of the participants to summarize the discussions from the four chart papers.

The facilitator asks the group if they have any doubts or clarifications before she goes into the next part of the exercise and responds to the questions if any. She then divides the larger group into three or four groups and introduces the next exercise.

Orienting to the task

The participants are asked to discuss on the various roles that will emerge as part of making ELM operational. The participants will write each role on a post- it. On completion of the listing, they are asked to write the titles on four chart papers provided to them as: SACS, TSU, DAPCU and Industry.

The participants will review the list of roles and place it across the constituent who will be responsible for that role. Some roles may be shared roles and hence the participants will further divide the roles and place in such a way that components of the roles are divided across the constituents to make them exclusive. Some roles may be shared across the various functionaries in an organization. In such situation, they will cluster the roles so that

Developing role clarity worksheet

(Remember that each activity has multiple actions that may have to be carried out by different people)

Elements (add if necessary)	SACS (specify functionary)	TSU	DAPCU	TSU PO (DESIGNATED FOR SUPPORTING MIGRATION AND ELM ACTIVITIES)	Industry
Engaging the industry					
Mapping study					
Feasibility study					
State /regional level workshop with industries					
Development of specific proposals					
Signing of MoU					
Industry visit and sensitisation					
Operationalising ICTC/STI clinic/ART					
Trainings of peer educators					
Organising the vending machines and condom depots					
Hand holding of Industry point person					
Monitoring of ELM					
Monitoring of ICTC					
Monitoring of ART centre					
Monitoring of TB program					
Monitoring Vending machines and condom social marketing					
Quality assurance of services					
Coordinating M&E and reporting					

they belong to a particular functionary at the organization. The group will add any additional roles to the list if they feel it is necessary. The participants should at the end of the exercise be able to develop a role matrix for each constituent/functionary at the constituency.

The group shares their outputs with the larger group and as a whole they arrive at common understanding on roles, their demarcation and mutuality for achieving the outcomes that they have decided in the first exercise of the day. The facilitator once again asks the group to deliberate on any additional areas that needs to be considered for providing practical assistance to the Industry during the roll out of ELM.

Affirming roles

Each of the groups share their outputs with the larger group and as a whole they arrive at common understanding on roles, their demarcation and mutuality for achieving the outcomes that they have decided in the first exercise of the day.

Each group carries out a dumb charade on one of the roles and the remaining participants will identify the role played

The facilitator once again asks the group to deliberate on any additional areas that needs to be considered for providing practical assistance to the Industry during the roll out of ELM.

Reviewing the DAC Role grid

The facilitator provides them with the Role Grid developed by DAC and asks them to review it to make suggestions for improvising it.

Part 6.4: Institutionalizing arrangements between Industry and SACS

Duration

One hour

Method:

Small group activity to develop a plan for a State/district ELM Coordination Committee

Materials

Work sheets and pens and laptops if possible

Power point presentation on Setting up Co-ordination Committees and consultative workshops

Session objectives

Participants are equipped with skills to build mechanism for sustained partnership to provide direction and ensure synchronization among the partners of ELM

Expected outcome

At the end of the this activity, participants are able to describe various coordination mechanisms and the process that need to be followed in setting them up in order to enhance effectiveness and efficiency of ELM

Preparations to be made by facilitator

- ▶ The facilitator organises the seating arrangement in clusters
- ▶ The facilitator decides to form groups based on participant profiles ensuring that participants with capacity are merged with participants with lesser capacity. This is carried out before the start of the session. She ensures that the groups have fair representation of DAPCU, SACS and TSU in each group.
- ▶ Facilitator makes copies of the worksheet based on the number of groupings that s/he intends to have
- ▶ The groups present their outputs to the larger group
- ▶ The facilitator helps the group to identify the do and don't in working through institutional arrangements

Reading reference in the Operational Guideline

Section 7: Institutional arrangement and management structure

Process – in brief:

- ▶ The facilitator orients the group on the exercise and shares the worksheets
- ▶ In small groups, the participants develop the plan
- ▶ Participants share their plan in large group
- ▶ Facilitator consolidates using the presentation and the points emerging through the exercise

Process in detail

Introduction to activity

The facilitator explains to the participants that for effective coordination, synergy and cross learning, the States will need to have group processes with the various constituents such as the SACS, TSU, DAPCU and the industry. To make these group processes, it requires well laid down planning and execution. As future mantel holders of the ELM, this is an effort to plan for organizing an effective coordination committee and/or consultative meeting.

Group activity

The facilitator divides the group into four. The groups will work on the planning for the institutional arrangements at various levels. The groups will need to commonly arrive at the purpose on why this is required and then draw out the plan on the work sheet provided. Remember remaining focused on what you want and being strategic in your actions on what you want to achieve is the crux to setting up effective institutional mechanisms.

Sharing plans

The group deliberates and works out the plan. Groups share their plan with the larger group. Other participants are encouraged to provide inputs to further sharpen the plans. The facilitator also adds on any relevant ideas to make the plan robust.

Take home messages

- ▶ It is critical to take an account of the existing systems and structures in the specific industry
- ▶ The HIV/AIDS awareness, condom promotion and other activities needs to be customized for integration within the existing systems at the industry level
- ▶ It is critical to have a nodal person for ELM at the industry level
- ▶ Senior management involvement is key for effective implementation of ELM
- ▶ The coordination committees at DAC, SACS and Industry level could help for better coordination
- ▶ The associations/federations/societies would play a critical role in facilitating ELM in unorganized sector
- ▶ Encourage Federations of industry to be partners in the process
- ▶ The lead and ownership for the meetings should be from the industry while SACS and TSU can motivate industry to be the rightful owners of the program and take the lead

Worksheet for planning the institutional arrangements between SACS and Industry:

Template for planning	
Analysis of the current context:	
Why do we need this:	
What do we expect to achieve at the end after the execution of plan:	
Who are the people who are needed to be a part of this if we have to achieve our goal:	
What are the actions we need to do to make this successful and to achieve our goal. List out first and develop the templates for each for the actions. For e.g. if it is proposal, then draw a broad sketch	
Before setting it up	
During the process	
After setting the institutional arrangements	
Is there anyone else whom we need to bring in additionally to add value:	
How would you know if your event has been successful in achieving your goal:	
What is the technical support that is required beyond the consultative meeting/ Coordination Committee formation and meetings?	
What is the plan of action to ensure that the technical support is made available subsequent to this event?	

Sensitizing Key Decision Makers and Stakeholders at the Industries and Building Conviction for ELM

7 Session

Overall learning objective

Describe the unique features of different industrial and economic sectors and use appropriate tools to formalize engagement with them

Note: This session has following three parts

Part 1: Interface with industry champions

Part 2: Developing sensitization package to mobilize stakeholders

Part 3: Developing conviction among stakeholders for ELM

Reading reference in the Operational Guideline

Section 9: Approaching industries to initiate Employer Led Model

Annexure &: Sample of pitch presentation for gatekeepers

Part 7.1: Interface with industry champions

Duration

One hour and 30 minutes

Method:

- ▶ Panel discussion and interaction with the industry champion who has initiated the HIV/AIDS program at the Industry level to share their experience and lessons learnt
- ▶ Group work and Role play

Materials

- ▶ Computer and LCD projector with A.V system
- ▶ Flip charts and marker pens

Session objectives

Adapting the existing approaches to match with the varied needs and diverse groups of industries/employers

Expected outcome

At the end of the this activity the participants will be able to

- ▶ Understand the environment of different sectors
- ▶ Recognize the need for differential approaches in each sector; private, public and informal/unorganized

Facilitator Preparation

Facilitator identifies and invites one industry champion each from the Private sector, Public sector and Unorganized sector. The list of industry champions provided in the reference guide will be updated with the help of SACS and TSU team and other organizations working with employers and other stakeholders on HIV/AIDS issues. The key personnel responsible for planning, implementing and reviewing the HIV/AIDS program from the selected organizations will be briefed on the key points for their presentations in the panel discussion.

Process – in brief:

- ▶ Panel presentation and discussion to share and discuss the experience of implementing HIV/AIDS programs in different industry settings and sectors (1 hour 15 minutes)
- ▶ Summing up and key points for providing direction to ELM (15 minutes)

Process in detail

Panel Discussion

The Facilitator invites and introduces each of the industry champions to the participants. S/he provides a brief overview on the type of the organization the presenter belong to, few highlights and unique characteristics of the program if any and encourages participants to link the presentation and discussion to the objectives of the sessions. Participants are requested to note their observations, questions, clarification and details on the presentation and HIV/AIDS program of the organizations. Facilitator sums up after each of the presentation and facilitates a discussion around the learning objectives. Some of the broad discussion points are below:

- Reasons for the organizations to take up HIV/AIDS program
- Circumstances that existed when the organization started the HIV/AIDS program
- Preparations and planning process that was followed
- Role played by key personnel and what inspired their initiative
- Share few features that are unique to their individual industry type or sector
- Details on specific and unique approaches developed
- Description of work-plan: Goal, objectives, activities, outputs and any results
- Collaboration and networking arrangements that support the program
- Major challenges, lessons learned

- Plans for scaling up, expansion and revision of program
- Recommendations and suggestions regarding ELM to program planners, SACS and TSUs

Facilitator concludes the discussion by presenting a slide to summarize the key factors that makes the intervention successful. Participants are also invited to reflect on the discussion, add their points and interpretations to the one presented.

Part 7.2: Developing a sensitisation package for industry

Duration

One hour

Method:

- ▶ Group Exercise to develop PPT for sensitization sessions with each of identified type of industries

Materials

- ▶ Flip charts, marker pens and sticking tape
- ▶ Pinup boards or provision for putting the posters on the wall

Session objectives

Develop a draft presentation flow for sensitising and mobilizing key stakeholders to implement ELM.

Expected outcome

At the end of the this activity the participants will be able to

- ▶ Identify key areas for advocacy and sensitization using tailored presentations for industries
- ▶ Plan for workshops and consultative meetings for industry/employer groups and its association as effective tools for evincing interest, breaking ice, planning, hand holding and problem solving

Facilitator Preparation

Identify appropriate spots for putting up posters and plan space for gallery walk of participants.

Process – in brief:

- ▶ Presentation and Group work on developing presentation for sensitization and mobilization of employers and stakeholders (one hour).

Group work on presentation for sensitization of Gatekeepers

Facilitator begins this session by presenting and discussing context of each of the key types of gatekeepers followed by objectives of sensitizing and involving them for the HIV/AIDS interventions. S/he will present an outline and suggested key points for making a presentation as part of the sensitization and mobilization of employers and other stakeholders in different

industrials sectors. S/he divides the participants into three groups and assigns each of the groups to develop an outline and content for a presentation to sensitize and mobilize one industry/sector type each. Each of the groups develops a poster to present the outline and key points to mobilize employers and other stakeholders in the assigned industrial sector.

Facilitator highlights the following points to sum up the presentations:

- ▶ **Need for industries/employers to respond to HIV/AIDS:** This would include how HIV/AIDS affected the workforce, migrant workforce and what visible impact has on the businesses and interests of the stakeholder that is being addressed.
- ▶ **Magnitude of the problem globally and nationally:** This would include creative methods of presenting the data on prevalence, incidence and trends. Example of this would be the fact that 8 of 10 PLHIV are working and that they could be reached through the employers.
- ▶ **Impact of HIV/AIDS on businesses and employees:** This is essential to convince the businesses and the concerned stakeholder to that their profits, resources and efforts are being negatively impact due to the HIV/AIDS situation in that sector or amongst the informal migrant workers. And explaining it to help them to understand how it makes a business sense to them
- ▶ **Evidence of HIV/AIDS risk to workforce:** It will be necessary to provide sector specific examples, data from the sector, region and few anecdotal details on HIV/AIDS impact on workforce. Few case studies can be showed to help the audience related with the risk of HIV.
- ▶ **Role the industries/employers can play in reducing the HIV/AIDS risk and vulnerabilities:** In addition to stimulate their thinking, it is now time to ask for their action and show how they can contribute to the ELM approaches. Provide examples from other employers.
- ▶ **New Opportunities to Include the HIV/AIDS activities as part of CSR for Informal workers and the communities in and around the plant.** The opportunities providing win win situation for industries to respond to the need for the Informal workers and showcase the activities as part of the CSR and sustainability.
- ▶ **Options available for industries to respond to HIV/AIDS; utilizing existing systems and structures:** The industries/employers should find it feasible to integrate HIV/AIDS issues within their existing systems and structures such as occupational safety health, human resource/welfare/wellbeing programs, medical and health initiatives, sectoral policies and welfare systems of government schemes and policies, etc
- ▶ **Suggested road map and steps:** This is a crucial stage in the sensitization meeting. Based on the existing knowledge on the sector and stakeholder/business that is being addressed, it is important to present few clear steps and practical approaches to move in those directions.
- ▶ **Components and models of HIV/AIDS intervention and its costing:** The ELM models pertaining to the sector are elaborated and explained its implementation process.
- ▶ **Benefit to company of implementing HIV/AIDS interventions:** Tangible benefits such as improved employee relationship, improved health and wellbeing resulting

in increased productivity and few financial gains such as cost saving, return on investment could be made available to make it an attractive proposition to the stakeholders.

- ▶ **Support available from SACS/TSUs:** Assure and reassure that the program, technical and implementation support available from SACS and TSUs. Also, address any concern, issues that may arise related to lack of trust and faith in government system.

In the concluding part of the sessions, the facilitator presents tips for making the sensitization session more effective and invites the participants to make their contribution to these tips. S/he suggests that each sessions is different and the presenter needs to intuitively develop the presentation keeping the above broad structure and flow. However, the presenter needs to reflect and review after each of the session and build her/his understanding to make necessary modifications and changes in the content, preparation and overall approach.

Take Home messages

- ▶ Engagement of stakeholders for ELM is possible to carefully planned sensitization and orientation events
- ▶ Each of the industry sector has its own uniqueness, it is important to factor in them while planning any session for them

Part 7.3: Building conviction among industries for ELM

Duration

One hour

Method:

Enactment of roles

Materials

Role play instructions/guide

Session objectives

Participants are able to interact and negotiate with the industry with confidence, conviction and influence.

Expected outcome

At the end of the this activity, participants are able to demonstrate on how to carry out successful negotiation and persuasion

Preparations to be made by facilitator

- ▶ Print outs on the roles to be played, four copies (role plays and instruction guideline for role play provided at the end of session)
- ▶ Organise seating to have space for role plays
- ▶ Load presentation on projector. Check the functionality of projector well in advance

Process – in brief:

- ▶ Facilitator presents on the theory of influence and negotiation
- ▶ The facilitator divides the group into four teams, two groups representing SACS and the other two groups representing industry
- ▶ The four teams discuss on how to enact the roles provided to them
- ▶ Team one enacts their role following which they are given time to discuss on where they went wrong. At this time, the team 2 discuss on how they will perform better. Team 2 also enacts their role.
- ▶ In the larger group, they discuss on do and don't in influencing and negotiation and how to set the enabling environment before engaging into negotiations.

Process in detail

Briefing on the activity

The facilitator makes a presentation on how to influence and negotiate effectively and clarifies any doubts arising from the participants. The facilitator divides the group into four parts, two groups form the industry units and the other two the SACS units. Each group is named as either industry 1 and industry two, SACS one and SACS two. The facilitator provides the industry groups with two industry vignettes while for the SACS group she provides the SACS vignette. It is assumed the SACS unit is represented by SACS, TSU and DAPCU (named as SACS team). The team one, industry one and SACS one form a team and the team two, industry two and SACS two form the other team. All the four teams will discuss the role given to them simultaneously. However, the team one enacts the role play and the team two become observers and vice versa.

The task ahead

The four groups separately discuss on how they will enact their part and whom they will send for the negotiation table. After 10 minutes of internal discussion, the SACS team 1 meets representative with the Team 1 representatives of the industry to convince them on the need to become a part of ELM and the Industry team 1 responds. The discussion is continued (for 10 minutes max) until a conclusion is reached. The other participants observe the interactions keenly and note down points for discussion.

The second teams are given five minutes to discuss on their strategy while the first team discusses among themselves on where they did wrong and how they could improve.

The second SACS teams now meet with representatives of industry team 2 to convince them on the planning for the services under the ELM strategy. The Industry team 2 responds. The discussion is continued (for 10 minutes max) until a conclusion is reached. The other participants observe the interactions keenly and note down points for discussion.

Consolidating the learnings

Both the enactments are discussed in the larger group capturing what are the do's and don'ts in influencing and negotiating with the industry/gatekeepers. Each of the groups critically analyse their role by asking themselves these questions:

- ▶ What ideas and/or phrases did you use or hear that worked?

- ▶ What did you say or hear that did not work?
- ▶ Were you/the other team successful? What does that mean?
- ▶ To what extent did that activity make you/other team more likely to address the same situation in real life? Would you handle it any differently?

The facilitator also encourages participants to think of strategies for getting an entry into the industry and built a favorable image of SACS/representatives even prior to meeting the representatives of the industry.

Take home messages

- ▶ Before one starts influencing or negotiating, it is important to study the industry and learn more about their functioning, their CSR initiatives, gatekeepers and the decision makers
- ▶ Influence and negotiating can be done directly, it is also important to have others influencers within or outside the industry to build interest on ELM within the industry
- ▶ Keeping focused during the negotiation, yet sensitive, flexible and knowing in advance what can be given to the industry can help in making negotiation process effective

Instructional guideline for role play

Role play case illustrations (each role situation printed separately)

Team One:

SACS Team 1 Role:

The ELM PO approaches the industry to sell the concept of ELM. The SACS team has completed the baseline study and wants to convince the management and the other stakeholders such as the trade union.

Industry team 1 role:

The industry was a participant at the Industrial Federation meeting. Being an important person at the Federation, they have agreed for the SACS team to have a meeting with them. However, they are not too convinced about HIV interventions. Rather they are looking forward to understand what else SACS can provide to make their hospital as a state of art hospital.

Team Two:

SACS Team 2 role:

The industry has agreed to partner for ELM. The SACS team has to plan out the intervention strategy and the feasibility study. You have to ensure that essential ELM elements for prevention, care, support and/or treatment are established within the industry and that their access is made available to the migrant informal workers.

Industry team 2 role

This is an unorganized sector and hence they are looking at SACS to build a program for their laborers. They are discussing on how to convince SACS on providing them with the support for some program such as 'Arogyashri/health insurance' that is a success at Andhra Pradesh for their laborers.

Instruction guideline for Role play: Building conviction among industries for ELM (printed and provided to each group)

General instructions for role play:

This is an opportunity to practice handling a difficult situation assertively. Build up on the story provided to you. Also think of the possible responses that are likely to come up from the other side. Identify people in the group who will play each of the roles. Discuss the dialogues keeping in view that there can be several responses that may be thrown by the group on the opposite side.

Specific instruction for SACS/TSU

The group should identify the person/s who will interface with the industry. Accordingly, the group will further develop the role that is allotted keeping in mind what is likely to come out of the industry. Be prepared with a plan to respond keeping in mind the various stands that the industry is likely to take. Think of ways to negotiate and convince the industry.

Role play instructions for industry:

The group should identify varied persons to play the role of various point persons at the industry. Ensure that there is a difficult person, a responder and a mediator. The purpose is to ensure that at the end of the process, there is a closure with an agreement at the end of the role play. Think well what is it that you want and what you can give. Remember this is an introductory meeting.

Instructions for observers:

Please make notes on the following:

- ▶ What strategy was used?
- ▶ What words/phrases worked well?
- ▶ How did the body language match the words?
- ▶ What could the responder have done or said differently?
- ▶ How likely is it that the issue will be resolved?

Meeting Technical Assistance and Capacity Building needs of ELM Partners (Industries)

8
Session

Part 8.1: Capacity building

Overall learning objective

Develop approaches for technical capacity building needs of ELM partners

Duration

One hour

Method:

- ▶ Demonstration, group Work discussions to understand the training materials
- ▶ Discussion on implementation of policy and creating structures

Materials

- ▶ Computer with overhead projector
- ▶ Flipchart paper and markers
- ▶ Set of selected training manuals and aids
- ▶ Copies of National policy on 'HIV/AIDS and the World of Work'

Reading reference in the Operational Guideline

Annexure 12- 23²

Preparations to be made by facilitator

Facilitator needs to familiarize with the available and current set of training modules and

²Annexure 12: STI/RTI Monthly reporting form for Industry linked STI/RTI clinic through ELM

keep a set ready for easy reference. Also, keep few copies of the 'National Policy on HIV/AIDS in the World of Work' ready for circulation.

Session objectives

Identify and plan approaches for meeting the technical and capacity building needs of ELM partners.

Expected outcome

At the end of the this activity the participants will be able to

- ▶ Understand the program and technical needs of different partners in ELM program
- ▶ Conducting trainings at the industries level Sr. Management, health staff, supervisors for creating awareness activities
- ▶ Implement various training materials and methods
 - Orientation on trainings for ELM
 - Senior management sensitization
 - Training of contractors/supervisors and employee volunteers for conducting HIV/AIDS awareness activities
 - Training of health staff/para medical staff on HIV/AIDS services as per DAC guidelines
 - Building capacities on reporting to SACS as part of ELM units
- ▶ Organize orientation on HIV/AIDS policy and role of facilitating HIV/AIDS policy through MOLE
- ▶ Facilitating adaption of HIV/AIDS policy and steps for implementing it including creating structures/committees
- ▶ Mentoring and support visits by SACS/TSU to industries for facilitating ELM
- ▶ How to facilitate the reporting from Industry Level to SACS

Facilitator Preparation

- ▶ The facilitator would have been part of the proceedings on the preceding sessions and would have identified key stakeholders, steps involved in mobilizing them, program and technical support areas. S/he would familiarize oneself with the different manuals/tools available for training and capacity building of ELM stakeholders and partners. Facilitator will hand over the outputs of the session to the subsequent session on action plan.

Annexure 13: STI/RTI Patient Card Formats

Annexure 14: Monitoring and Supervisory checklist for STI/RTI services

Annexure 15: ICTC Services: Monthly reporting format for PPP-ICTC integrated within health facility linked with industry

Annexure 16: Checklist for Monitoring and Support Visits to ICTC Services

Annexure 17: Quarterly ART Reporting Format for the Private Sector

Annexure 18: Check list for Quarterly Monitoring and Supervision of ART Centre at Industry level

Annexure 19: Employer led HIV and AIDS Intervention Model Monthly Reporting Format

Annexure 20: Referral slip for referral from Industries to ICTC/ART Services

Annexure 21: Data Flow format and monitoring and supervision flow chart

Annexure 22: Checklist for mentoring and support visits to industry

Annexure 23: Some of the key indicators which can be tracked at Industry level

Process – in brief:

- ▶ Presentation and discussion on sector specific environment and culture: With the help of participants, the facilitator lists different stakeholders and ELM partners and then makes a presentation to highlight their program and technical needs (10 mins).
- ▶ Group work and discussion on types and contents for the training materials: The participants are divided into four different groups. Each group will discuss and presents contents and approaches for on an assigned part of technical assistance area (20 mins).
- ▶ Demonstration, group Work discussions to understand the training materials: The facilitator will present either physical or electronic copies of few available training manuals and program guides and provides tips on their effective use (15 mins).
- ▶ Discussion on developing or adapting HIV/AIDS policy: The contents and mechanism for implementation of the National Policy on HIV/AIDS in the World of Work are discussed (15 mins).

Process in detail

Introduction to the activity

The facilitator explains the objectives of this session and informs the participants to consider their role as program and technical support team member. S/he will describe the session flow and content and explains how it will help in enhancing the role of program and technical support to ELM partners. Participants are asked to be active participants and see themselves as key staff who would engage with the ELM partners. The facilitator inspires the participants to be are willing, energetic and interested to in the session activities.

Presentation and Discussion

Presentation and discussion on sector specific environment and culture: With the help of participants, the facilitator lists different stakeholders and ELM partners. S/he discusses the expected roles and tasks that each them need to play in the ELM program. Facilitator generates a discussion to list and explain appropriate content and approaches to meet the needs of stakeholders. Participants are encouraged to consider different approaches and identify ones that are most feasible and appropriate.

Group work and Discussion

Group work and discussion on types and contents for the training materials: The participants are divided into four different groups. Each of the groups will discuss and present types of technical assistance and capacity building needs pertaining to that group. Following which they will list and describe the training and technical assistance process. Options for groups could be Private Sector Company, Public Sector Company, Sector associations in the informal sector, and Contractors/sub contractors. Facilitator presents following guidelines for group work, presentation and discussion.

- ▶ List required training and technical assistance inputs
 - Sensitization methods
 - Methods to mobilize them
- ▶ Identify content for training and capacity building

- ▶ Possible training methods, tools/techniques
- ▶ Suggested training and capacity building strategies

The facilitator summarizes the discussion by presenting the audience specific training objectives and suggest broad content areas. This would reinforce and clarify the group work.

Demonstration and use of training manuals and tools

The facilitator presents either physical or electronic copies of few available training manuals and program guides and provides tips on their effective use. S/he will run through the content, highlight specific features and selected sections that are most relevant to the ELM program partners. Participants are encouraged to follow a systematic process of understanding their audience, training objectives and plan their session and content in a logical manner. The choice of appropriate reference manual and adapting the modules according to each new training session are emphasized.

Discussion on implementation of policy and creating structures

The facilitator shares the background to the ‘National Policy on HIV/AIDS in the World of Work’ and the provisions there in to reach out the informal sectors. The role of employers and other stakeholders/gatekeepers are elaborated. Following which, the steps in organizing dissemination of national policy and drafting ones that are specific to sector or each setting are discussed. The suggested flow for conducting a policy dissemination and orientation workshop is presented to encourage the participants to develop a plan to engage the employers in the process.

Take home messages

- ▶ The technical assistance and capacity building needs could be met through methods such as workshops, training programs, on site technical inputs, provision of tools and guidelines
- ▶ The range of partners and their technical assistance and capacity building needs need to be met through customised training plans and materials
- ▶ Orientation on National Policy on HIV/AIDS and the steps can generate support from the stakeholders to implement ELM activities

Part 8.2 Developing ongoing technical assistance plan for State ELM Strategy

Overall learning objective

- i. Develop a technical assistance response plan for the industries and for the State ELM partners
- ii. Develop solutions to the challenges they face in the roll of the ELM strategy

This module has three parts as listed below:

Part 1: Situation analysis of industries and likely technical assistance needs of industries

Part 2: Developing a strategy for technical assistance for building capacities and

capabilities of employers for taking forward the employer led model

Part 3: Developing mentoring and support visit plans, developing reporting structures, channelling information sharing to SACS and using monitoring data for decision making

For all reporting purposes the reporting unit need to be registered with SACS and they would be provided with an User ID and Pass Word to report in SIMS.

Note: This exercise should be done by one/team of facilitators who are available for the full session. It should not be split among various facilitators to maintain the continuity of the flow of the sessions. It would be advisable to invite an Industry Official/ Labour department person who is on board on ELM to provide the dimension of what the industry would be willing to do, could be motivated to do and what should not be expected from the industry.

Reading reference in the Operational Guideline

Section 17: Mentoring and Support Visits

Section 18: Reporting and Documentation

Part 8.2.1: Situation analysis of industries and likely technical assistance needs of industries

Duration

One hour

Method:

Small group discussion using the worksheets followed by large group discussion

Materials

Worksheets

Session objectives

The session aims to critically analyze the probable technical assistance needs based on the situation analysis of the current status of ELM and its variants in the state.

Expected outcome

At the end of this activity, participants are able to do an opportunity-gap analysis of interested Corporates/Unions/Federations/ who have demonstrated interest in partnering for ELM at the State level

Preparations to be made by facilitator

- ▶ Print outs on the worksheets (instruction guideline for group work provided at the end of session)
- ▶ Organise seating as clusters
- ▶ Load presentation on projector. Check the functionality of projector well in advance

Process – in brief:

- ▶ Introduce the session and session objectives
- ▶ Explain the purpose of the small group discussion and explain on the worksheet and the expectations for the large group discussion activity
- ▶ Divide group into four units designated as public sector undertakings, private sector large industries, medium and small scale industries (including construction and agriculture based units) and unions
- ▶ Groups work on the worksheets
- ▶ Groups share their discussion in the larger group
- ▶ Facilitator adds additional information on opportunities that can emerge for building capacities and capabilities of employers

Process in detail

The participants are divided into teams of two. One team will take the position of Industry linked health facility and the other industry without health facility.

Part 8.2.1.1:

In each group, the participants identify the

- ▶ Situation analysis: What is the current capacity and capabilities of the constituent to take forward the employer led model. This will be done by one to one interaction with Industry nodal person.
- ▶ Gap assessment: What are the current gaps in the current program if any in the activities that they are carrying out
- ▶ Needs assessment: What are the needs that they have based on expressed or identified through the baseline and the needs assessment in the constituent
- ▶ Opportunity assessment: What do you identify as the opportunities for strengthening the capacities and capabilities of the constituent to implement employer led model
- ▶ Challenges and risk assessment: What are the challenges and risks we are likely to witness in the process of building capacities and capabilities of the constituent

	Situation analysis	Gap assessment	Needs assessment	Opportunity assessment	Challenges and risk assessment
Capability to carry out ELM					
Communication and messaging to primary stakeholders					
Problems and challenges					
Monitoring and supervisory system					

How these assessment/analysis will be done:

In practice these activities will identify what are existing systems and structures in the form of human resources, infrastructure available at the industry and how HIV/AIDS program can be integrated within it. This activity will be by talking to the industry representatives during the initial meetings with Industries or on one to one basis with industry representatives during the planning process. This will be done by TSU PO (DESIGNATED FOR SUPPORTING MIGRATION AND ELM ACTIVITIES) in collaboration with JD-TI

Part 8.2.1.2:

The facilitator shares the second worksheet. The groups in the same groups and discuss on how they could work with the industry to bring out the expected results of ELM using the following worksheet:

How this activity will be done:

This activity will identify customised HIV/AIDS program that can be integrated within the existing systems and structures of the Industries, the expected results of the activities and systems that needs to be put in for measuring the results.

This discussion will be facilitated at the Industry level along with the nodal person and identified stakeholders by the TSU PO (DESIGNATED FOR SUPPORTING MIGRATION AND ELM ACTIVITIES) in collaboration with JD-TI

	Expected result	Activities to be carried out	Milestones	Responsible person	Tools
Capability to carry out ELM					
Communication and messaging to primary stakeholders					
Problems and challenges					
Monitoring and supervisory system					

Methods for doing the activity:

- ▶ One to one discussion with Industry representatives during planning process
- ▶ Industry meetings in the beginning of program
- ▶ Talking to key stakeholders and key informants
- ▶ Identifying steps and proposing it during the senior management meetings to take their buy in

The small groups assemble back in the larger group and share on their assessment. The groups once again share on the plan for each category of groups. Having identified the major concerns, the facilitator adds additional points and summarizes on the major themes that have emerged.

Part 8.2.1.3:

The participants assemble in State specific groups and develop a consolidated work plan for all the categories of employers in the same framework.

How this activity will be done:

This activity will identify the steps that needs to be taken, who will be responsible for each step and the timelines when this will be implemented at the industry level. This will be customised HIV/AIDS program that can be integrated within the existings systems and structures of the Industries, the expected results of the activities and systems that need to be put in for measuring the results.

This discussion will be facilitated at the Industry level along with the nodal person and identified stakeholders by the TSU PO (DESIGNATED FOR SUPPORTING MIGRATION AND ELM ACTIVITIES) in collaboration with JD-TI

Methods for doing the activity:

One to one discussion with Industry representatives during planning process

- ▶ Industry meetings in the beginning of program
- ▶ Talking to key stakeholders and key informants
- ▶ Identifying steps and proposing it during the senior management meetings to take their buy in

The State teams display their work plans on the display boards or walls. The other State teams add value to the work plan by making additional suggestions and recommendations on possible actions.

	Expected result	Activities to be carried out	Timeline	Milestones	Resource teams	Tools	Responsibility
Capability to carry out ELM							
Communication and messaging to primary stakeholders							
Challenges and problem solving							
Monitoring and supervisory system							

Developing State Action Plan for ELM

9 Session

Overall learning objective

Participants develop skills to prepare an operational plan to implement the ELM at the State and district level

Duration

One and a half hours

Method

Group work using worksheets

Materials

Chart papers and marker pens

Power point presentation on Action Plan Development

Session objectives

- ▶ Participants familiarize themselves with the approved ELM targets for the State
- ▶ Participants take back a draft State specific operational plan that can be further refined and detailed out at the State

Expected outcome

At the end of this activity, participants develop adeptness to roll out and monitor the ELM at the State level

Facilitator preparation

- ▶ Ensure cluster table seating arrangements to facilitate discussion or additional rooms for group work

- ▶ Collect the State ELM Action plan targets for each of the States that are participating in the training from DAC and make copies of the same
- ▶ Print adequate number of Action Plan worksheets for the group work and/or have them loaded in the laptop (the instruction guidelines are provided at the end of session)
- ▶ Make arrangements for laptops for group work (as many as the number of groups), in the absence of laptop, consider large chart papers where participants can be able to capture the action plan
- ▶ Organize display arrangements for the group work, a projector if laptop is available or a display mount for chart papers as appropriate

Process – in brief:

- ▶ Introduce the session and session objectives
- ▶ Organize participants in State specific groups for discussion
 - Share work sheets: State targets for ELM, Action plan worksheet
 - Review plan and targets for ELM for the State
 - Ask group to deliberate in the State specific groups and develop the action plan using the work sheets provided. The group will discuss and review on the gaps in the plans and how they can be further improvised using the following main areas for discussion:
 - Results that you as a group intend to accomplish in one year
 - Actions that are necessary to achieve these results
 - Persons who will be responsible
 - Timelines for the activities
 - Resources available and needed; from whom
 - Tracking achievement of results

Process in detail

Briefing on session

After having shared the session and the session objective to the participant, the facilitator introduces the purpose of the small group activity as building a State Action Plan for ELM.

Using Overhead, reviews the key points for why a coherent and comprehensive action plan is important to successful implementation and achievement of results, how to Constructing an Effective Action Plan.

Activity description

Ask participants to take 15 minutes to review the list of industries proposed by State as a part of their AAP targets for ELM and clarify any doubts on them. Ask participants to discuss and clarify their doubts on them.

Tell participants that they will review their implementation or action steps developed back home with sufficient detail to identify the gaps and add steps if missing or necessary. Ask participants to review the critical steps to be achieved through the agreed strategy. Also

ask the participants to check that no critical steps is missing and if any, to add them. They will consolidate the steps in the basic action planning model. The participants should be informed that they can keep a copy of their plans once the exercise is completed. They can further work on them during the coming days to develop a more robust plan for the State.

Group sharing

At the end of the discussion, States are asked to present their plan and receive inputs from other participant and facilitator to improvise the plan. States are free to add any additional thoughts and learnings on their plans and they will hand over their plans to the facilitator.

Take home messages

- ▶ States need to develop action plans to achieve targets
- ▶ Roles and responsibilities and timelines need to be clearly laid down
- ▶ States need to match targets, resources and plan

Worksheets for group work

Preparatory work for the Action plan development

Review the work done on migrants through the industry in the State.

- Review the targets set for the State ELM.
- What have we done to achieve the targets set and what results did we try to achieve?
- What activities did we plan in order to achieve it?
- Did we achieve the planned result? If successful, how? If not, why not?
- Did the activities made sense in terms of what we were trying to achieve?
- Could we have achieved the same result at less cost, spending less time, using fewer resources and with more effectiveness? What would we do differently in future?
- What have we learnt from our efforts?

Review the action plan templated worked at the State and find out the gaps in your plan. Make additions to the plan to make it complete. Develop a new plan in the following template.

Goal:

Results/Accomplishments including the targets set:

Action Steps <i>What Will Be Done?</i>	Responsibilities <i>Who Will Do It?</i>	Timeline <i>By When? (Day/Month)</i>	Resources <i>A. Resources Available</i> <i>B. Resources Needed (financial, human, political & other)</i>	Potential Barriers <i>A. Who need to be taken along?</i> <i>A. How?</i>	Communications Plan <i>Who is involved?</i> <i>What methods?</i> <i>How often?</i>
Step 1:			A. B.	A. B.	
Step 2:			A. B.	A. B.	
Step 3:			A. B.	A. B.	
Step 4:			A. B.	A. B.	
Step 5:			A. B.	A. B.	

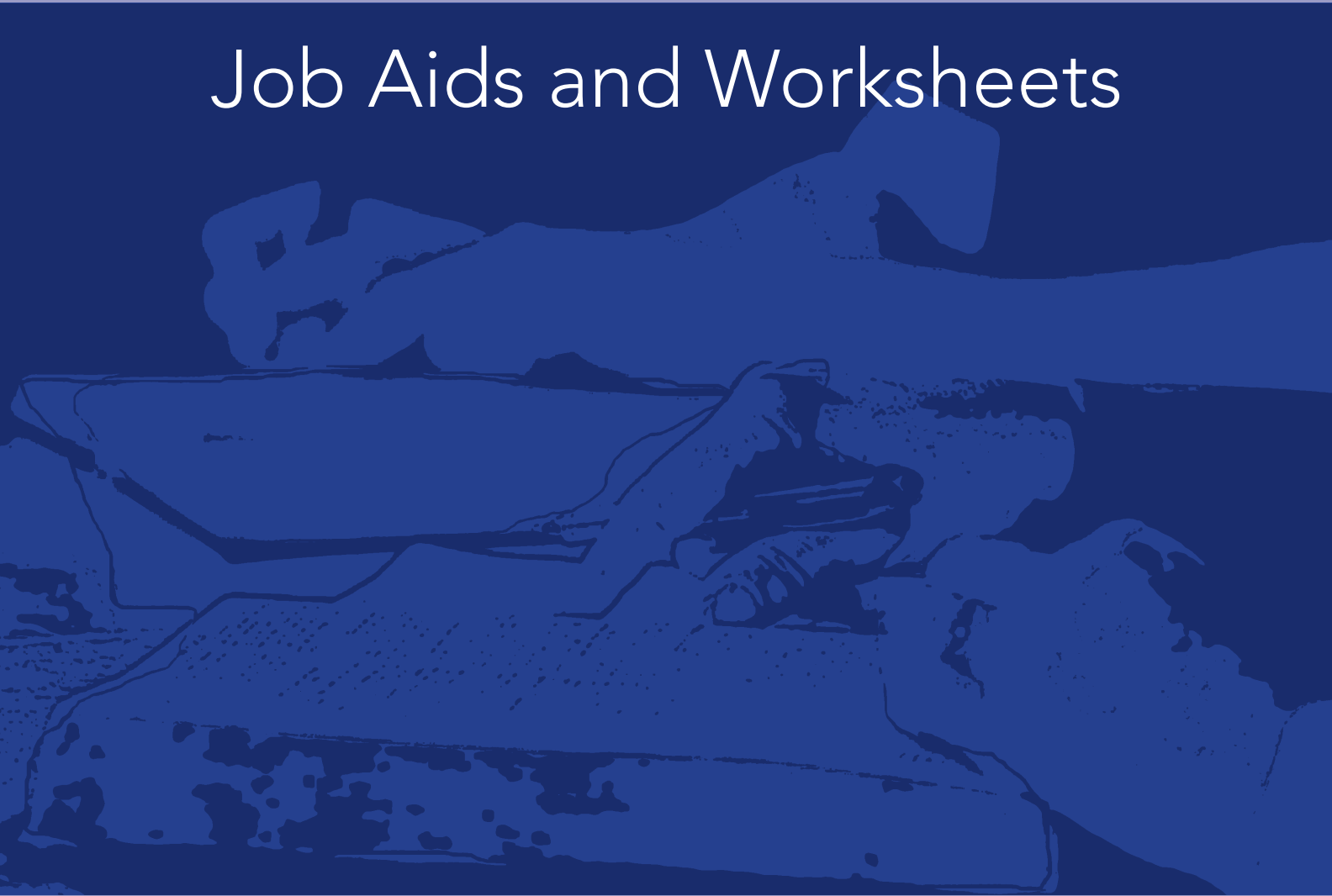
Evidence of Success: *(How will you know that you are making progress?)*

What are your benchmarks?

Evaluation Process: *(How will you determine that your goal has been reached? What are your measures? Indicator, Means of verification, Progress indicator?)*

Annexures

Job Aids and Worksheets



Annexures

Job Aids and Worksheets

JOB AIDS and WORKSHEETS TO BE USED BY TRAINERS DURING THE TRAINING

Session 4:

Indicative list of Industrial Sectors for Employer Led Model:

(The list may vary and expand/revise given State industry and vulnerability)

Organized Sector <i>Manufacturing industries employing more than 50% of informal workers (Terms of employment are regular, Registered by government, follow rules and regulation given in various laws)</i>	
Unorganized Sector (All unincorporated private enterprises owned by individual or household engaged in sales and production of goods & services operated on a proprietary or partnership and with less than 10 workers (NCEUS,2008))	

Sample prioritization matrix

Criteria	Score	Scoring value	Industry 1	Industry 2	Industry 3	Industry 4	Industry 5
<p>Where would you place the industry on risk and vulnerability? For e.g. the industry has:</p> <ul style="list-style-type: none"> • Predominantly single migrants • Evidences from ICTC suggests higher representation from this industry 	5	<ol style="list-style-type: none"> 1. Low risk or vulnerability 2. Somewhat at risk and vulnerable 3. Medium risk and vulnerability 4. High risk and vulnerability 5. Very high risk and vulnerability 					
<p>Has the industry carried out any programs on HIV prevention and care</p>	5	<ol style="list-style-type: none"> 6. No association 7. Shown interest 8. Participate in World AIDS Day and other programs sporadically 9. Have approached SACS to established HIV program in industry 10. Have minimal HIV program on their own 					
<p>Does the evidence suggest that there is an urgent need to intervene in the industry?</p>	5	<ol style="list-style-type: none"> 11. No priority 12. Low priority 13. Medium priority 14. High priority 15. Very high priority 					

Would the risk to spread of infection/HIV deaths/loss to industry be high if the sector fails to provide HIV services?	5	16. No loss 17. Somewhat 18. Medium 19. High 20. Very high					
Does placing interventions in the industry provide for positive benefits to migrants at risk?	5	21. No value 22. Somewhat value 23. Medium value 24. High value 25. Very high value					
Does the industry have previous history of having engaged in worker/social issues within their organizational agenda?	5	26. No evidence 27. Some evidence 28. Satisfactory evidence 29. High evidence 30. Very high evidence					
Does the industry have some mechanisms for health services within the industry or through alternate health care facility that could be valuable for ELM?	5	31. No health service available 32. Employees go to commonly known local private providers 33. Industry has on call doctors/private hospital linkages					

		<p>34. The industry in-house doctors who provide a package of services on outpatient basis and refer to network hospital for admission</p> <p>35. Industry runs its own hospital</p>					
Would there be potential to leverage other services subsequent to entry?	5	<p>36. Little leverage potential, isolated service</p> <p>37. Some leverage</p> <p>38. Medium leverage; service could be leveraged by many</p> <p>39. High leverage; service could be leveraged by many, possible to motivate organisation to include higher order services such as CD machines etc.</p> <p>40. Very high leverage; service could be leveraged by many , and much leverage with comprehensive package of services that can be available to the neighbourhood</p>					
Total score*	40						

* Interpretation of the scores: These scores are indicative where SACS could first initiate the programs. Higher scores reflect that the industry has higher potential to be a part of the ELM and hence SACS should consider those industries with higher scores as initial starters for the program.

Session 5: Group work on identifying systems and structures for ELM

Case 1: A multi location public sector company in the coal sector has registered that several of its workers are diagnosed HIV positive in one of their subsidiary located in a HIV high prevalence district. The company has a structured medical and health care facility and services, but are somehow hesitant to include HIV and AIDS prevention, treatment, care and support services owing to lack of technical know how and already existing huge work load. One trade union has been successful in getting management support to organize few HIV awareness programs but often find it difficult to get the management committed to do initiate a comprehensive HIV and AIDS program.

Case 2: A large Indian private company has 11 sugar manufacturing units and employs close to 3,500 regular employs. In addition has engaged contractors, through which about 4,500 migrant workers are engaged on contract basis mainly for packing, loading, transporting, maintenance and housekeeping jobs. The company is now in an expansion mode and envisages to engage few thousand workers for construction related project on a turnkey basis.

Case 3: The data gathered through few studies by one of the SACS indicates that textile units are employing young migrant workers in large numbers. The study findings indicate that the young migrant workers are at risk of HIV due to lack of information and no access to prevention education and services. A recently formed trade union with affiliation to a state-level textile sector union has been organizing the workers to address issues to related to employment conditions including wages, transport, subsidized food, and other welfare services.

Discussion points for case-studies:

- ▶ Identify all possible stakeholders in this company/industry
- ▶ Identify different stakeholders that could be approached for HIV related program
- ▶ Identify one key stakeholder and list all possible steps you follow to approaching and involve that stakeholder for ELM.

Discussion Guide to identify stakeholders and structures

1. State name and type of the industry/sector/unit:		
2. Bullet points on information on vulnerable conditions influencing Health and HIV risk (migration, work environment, behavioral/life-style):		
<ul style="list-style-type: none"> • • • 		
4. Identify at least five Stakeholders/ Structures that currently exist	5. How they influence the HIV/AIDS vulnerability of informal migrants in this industry/sector/unit	6. Possible role they can play in ELM

Instructions for Role plays: Identify one key stakeholder from the sector and enact a role play to depict unique characteristics of that stakeholder from the stand point of the influence s/he has on the health and wellbeing of informal and migrant workers that you want to reach through ELM. Identify how you would like to identify and approach them and what methods/strategies you would adopt to get them interested in ELM.

Session 6:

Background:

You are a team of ELM experts who are called upon to develop an ELM framework for the State. Assume that you are a group formed by a mix of representatives from SACS and TSU including ELMO and you are here because you have a desire to innovate and put in place ELM at the State level.

The group activity has five parts to it. In each activity, you will be provided with one topic at a time to discuss within your group. After the completion of group discussion, you will be presenting your outputs to the main group. Before you start your discussion, please identify a moderator, note taker and presenter. Please study the group work template given to you. If you have any doubts, clarify them before you start the exercise.

Part 6.1: Understanding forms of industrial health and welfare services in varied industrial undertakings

The group will discuss and identify the major health and welfare model in the type of industry allotted to you and how it operates to provide health and welfare services to the employees, i.e. regular employees and to the informal and unorganized sector. The group will also discuss on the problems in reaching services to the unorganized sector to in each category of employees. Develop an inventory of services for any one industry:

Category	Health Services	Welfare Services	Safety Measures
Permanent employees			
Contractual staff			
Informal and unorganised employees			

Part 6.2: Planning an approach for ELM across the varied industrial undertakings

The group will plan an approach to reach out the employees with a special focus on unorganised migrants in the industry. The group could use the indicative lists of questions to guide their discussion, however, they are free to add additional elements if necessary. At the end of the discussion, the group should develop a plan that is most suitable approach to the industry type they are provided in the previous exercise.

- ▶ What are the outcomes that we wish to achieve?
- ▶ Having understood the health, safety and welfare system in the industry, what are the various activities that we can consider to achieve our goal?
- ▶ What should the service delivery components that will be needed for treatment of STI/RTI/ OI/ART)?
- ▶ How to facilitate non discriminatory care and support?
- ▶ How to promote prevention?
- ▶ What should the condom promotion strategy be?
- ▶ What are the social protection schemes that need to be brought into the folds of services?

- ▶ What are the opportunity anchors (people and avenue) available within the industry?
- ▶ Can we identify newer opportunity anchors (people and avenue) for building through linkage and networking through labor department and other services.

Worksheet for group work

Purpose:			
Expected outcome:			
Strategy	Approach	Activities	Monitoring mechanisms
What is the method you want to choose to bring about a desired outcome?	What is the stepwise path that you would like to take for the selected strategy?	What are the actions that are necessary for the approach?	How will you know that you have reached your goal and how will measure them periodically?

Part 6.3: Building role clarity and demarcating responsibilities across SACS, TSU, DAPCU and industries

As a group, please relook at the outputs of the previous group work and add on any additional inputs you have got on the approach and strategy. Having completed the previous grid to your satisfaction, kindly discuss on the various roles that will emerge as part of making ELM operational. Write each role on a post-it. Once you have completed the listing, write SACS, TSU, DAPCU and Industry and the elements on four chart papers provided to you.

Review the list of roles that you have developed and place them across the constituent who will be responsible for that role. Some roles may be shared roles and hence further divide the roles and place in such a way that components of the roles are divided across the constituents to make them exclusive. Some roles may be shared across the various functionaries in an organization. In such situation, cluster the roles so that they belong to a particular functionary at the organization. Add any additional roles to the list if you feel it is necessary. At the end of the exercise, the group should be able to develop a role matrix for each constituent/functionary.

Developing role clarity worksheet

(Remember that each activity has multiple actions that may have to be carried out by different people)

Elements (add if necessary)	SACS (specify functionary)	TSU	DAPCU	PO ELM & Migration	Industry
Engaging the industry					
Mapping study					
Feasibility study					
Trainings of peer educators					
Organising the vending machines and condom depots					
Hand holding of Industry point person					

Monitoring of ELM					
Monitoring of ICTC					
Monitoring of ART centre					
Monitoring of TB program					
Monitoring Vending machines and condom social marketing					
Quality assurance of services					
Coordinating M&E and reporting					

Part 6.4: Institutionalizing arrangements between Industry and SACS

The groups will work on the planning for the institutional arrangements at various levels, at SACS, industry federation and industry . The groups will commonly arrive at the purpose on why institutional arrangements are required and list out the various institutional arrangements that are possible and needed. Then, draw out the plan on the work sheet provided. Remember remaining focused on what you want and being strategic in your actions on what you want to achieve is the crux to setting up effective institutional mechanisms.

Template for planning
Analysis of the current context:
Why do we need this:
What do we expect to achieve at the end after the execution of plan:
Who are the people who are needed to be a part of this if we have to achieve our goal:
What are the actions we need to do to make this successful and to achieve our goal. List out first and develop the templates for each for the actions? (For e.g. if it is proposal, then draw a broad sketch)
Before setting it up
During the process
After setting the institutional arrangements
Is there anyone else whom we need to bring in additionally to add value:
How would you know if your event has been successful in achieving your goal:
What is the technical support that is required beyond the consultative meeting/ Coordination Committee formation and meetings?
What is the plan of action to ensure that the technical support is made available subsequent to this event?

Session 7:

Suggested flow and points for sensitization presentation:

- ▶ **Need for industries/employers to respond to HIV/AIDS:** This would include how HIV/AIDS affected the workforce, migrant workforce and what visible impact has on the businesses and interests of the stakeholder that is being addressed.
- ▶ **Magnitude of the problem globally and nationally:** This would include creative methods of presenting the data on prevalence, incidence and trends. Example of this would be the fact that 8 of 10 PLHIV are working and that they could be reached through the employers.
- ▶ **Impact of HIV/AIDS on businesses and employees:** This is essential to convince the businesses and the concerned stakeholder to that their profits, resources and efforts are being negatively impact due to the HIV/AIDS situation in that sector or amongst the informal migrant workers. And explaining it to help them to understand how it makes a business sense to them
- ▶ **Evidence of HIV/AIDS risk to workforce:** It will be necessary to provide sector specific examples, data from the sector, region and few anecdotal details on HIV/AIDS impact on workforce. Few case studies can be showed to help the audience related with the risk of HIV.
- ▶ **Role the industries/employers can play in reducing the HIV/AIDS risk and vulnerabilities:** In addition to stimulate their thinking, it is now time to ask for their action and show how they can contribute to the ELM approaches. Provide examples from other employers.
- ▶ **Options available for industries to respond to HIV/AIDS; utilizing existing systems and structures:** The industries/employers should find it feasible to integrate HIV/AIDS issues within their existing systems and structures such as occupational safety health, human resource/welfare/wellbeing programs, medical and health initiatives, sectoral policies and welfare systems of government schemes and policies, etc
- ▶ **Suggested road map and steps:** This is a crucial stage in the sensitization meeting. Based on the existing knowledge on the sector and stakeholder/business that is being addressed, it is important to present few clear steps and practical approaches to move in those directions.
- ▶ **Components and models of HIV/AIDS intervention and its costing:** The ELM models pertaining to the sector are elaborated and explained its implementation process.
- ▶ **Benefit to company of implementing HIV/AIDS interventions:** Tangible benefits such as improved employee relationship, improved health and wellbeing resulting in increased productivity and few financial gains such as cost saving, return on investment could be made available to make it an attractive proposition to the stakeholders.
- ▶ **Support available from SACS/TSUs:** Assure and reassure that the program, technical and implementation support available from SACS and TSUs. Also, address any concern, issues that may arise related to lack of trust and faith in government system.

Instructional guideline for role play

Role play case illustrations (each role situation printed separately)

Team One:

SACS Team 1 Role:

The ELM PO approaches the industry to sell the concept of ELM. The SACS team has completed the baseline study and wants to convince the management and the other stakeholders such as the trade union.

Industry team 1 role:

The industry was a participant at the Industrial Federation meeting. Being an important person at the Federation, they have agreed for the SACS team to have a meeting with them. However, they are not too convinced about HIV interventions. Rather they are looking forward to understand what else SACS can provide to make their hospital as a state of art hospital.

Team Two:

SACS Team 2 role:

The industry has agreed to partner for ELM. The SACS team has to plan out the intervention strategy and the feasibility study. You have to ensure that essential ELM elements for prevention, care, support and/or treatment are established within the industry and that their access is made available to the migrant informal workers.

Industry team 2 role

This is an unorganized sector and hence they are looking at SACS to build a program for their laborers. They are discussing on how to convince SACS on providing them with the support for some program such as 'Arogyashri/health insurance' that is a success at Andhra Pradesh for their laborers.

Instruction guideline for Role play: Building conviction among industries for ELM (printed and provided to each group)

General instructions for role play:

This is an opportunity to practice handling a difficult situation assertively. Build up on the story provided to you. Also think of the possible responses that are likely to come up from the other side. Identify people in the group who will play each of the roles. Discuss the dialogues keeping in view that there can be several responses that may be thrown by the group on the opposite side.

Specific instruction for SACS/TSU

The group should identify the person/s who will interface with the industry. Accordingly, the group will further develop the role that is allotted keeping in mind what is likely to come out of the industry. Be prepared with a plan to respond keeping in mind the various stands that the industry is likely to take. Think of ways to negotiate and convince the industry.

Role play instructions for industry:

The group should identify varied persons to play the role of various point persons at the industry. Ensure that there is a difficult person, a responder and a mediator. The purpose is to ensure that at the end of the process, there is a closure with an agreement at the end of the role play. Think well what is it that you want and what you can give. Remember this is an introductory meeting.

Instructions for observers:

Please make notes on the following:

- ▶ What strategy was used?
- ▶ What words/phrases worked well?
- ▶ How did the body language match the words?
- ▶ What could the responder have done or said differently?
- ▶ How likely is it that the issue will be resolved?

Session 8:

Instruction guideline for brainstorming/group work (to be printed and handed over to groups for group work)

Background:

You are a State team developing an technical assistance plan for the industry. Assume that you are a group formed by a mix of representatives from SACS and TSU including PO ELM & Migration and component officers on prevention, care and support from SACS. You are here because you have a desire to put in place ELM technical assistance plan for industries at the State level.

The group activity has three parts to it. In each activity, you will be provided with one topic at a time to discuss within your group. After the completion of group discussion, you will be presenting your outputs to the main group. Before you start your discussion, please identify a moderator, note taker and presenter. Please study the group work template given to you. If you have any doubts, clarify them before you start the exercise.

First group work: In each group, your group will identify the following at the state/industry level:

- ▶ Situation analysis: What is the current capacity and capabilities of the constituent to take forward the employer led model
- ▶ Gap assessment: What are the current gaps in the current program if any in the activities that they are carrying out
- ▶ Needs assessment: What are the needs that they have based on expressed or identified through the baseline and the needs assessment in the constituent
- ▶ Opportunity assessment: What do you identify as the opportunities for strengthening the capacities and capabilities of the constituent to implement employer led model
- ▶ Challenges and risk assessment: What are the challenges and risks we are likely to witness in the process of building capacities and capabilities of the constituent

The group will present the discussion in the following grid:

	Situation analysis	Gap assessment	Needs assessment	Opportunity assessment	Challenges and risk assessment
Capability to carry out ELM					
Communication and messaging to primary stakeholders					
Problems and challenges					
Monitoring and supervisory system					

Second group work:

Using the earlier two group work, develop a consolidated work plan for all the categories of employers in the framework given below:

	Expected result	Activities to be carried out	Time-line	Miles-tones	Resource teams	Tools	Respon-sibility
Capability to carry out ELM							
Communication and messaging to primary stakeholders							
Challenges and problem solving							
Monitoring and supervisory system							

Display your work plans on the display boards or walls. Other State teams will add value to your work plan by making additional suggestions and recommendations on plausible actions. Similarly you will provide inputs to other State work plans.

Session 9:

Instruction guideline for brainstorming/group work (to be printed and handed over to groups for group work)

Background: You are a State team develop the State Action plan for ELM. Assume that you are a group formed by a mix of representatives from SACS and TSU including ELMO and you desire to put in place a robust State Action plan. You as a group have brought with you a State Action Plan that you have developed back home prior to coming to this workshop. Now you will review the action plan taking into consideration the new learning in this workshop using the following guideline:

Preparatory work for the Action plan development

Review the work done on migrants through the industry in the State.

- ▶ Review the targets set for the State ELM.
- ▶ What have we done to achieve the targets set and what results did we try to achieve?
- ▶ What activities did we plan in order to achieve it?
- ▶ Did we achieve the planned result? If successful, how? If not, why not?
- ▶ Did the activities made sense in terms of what we were trying to achieve?
- ▶ Could we have achieved the same result at less cost, spending less time, using fewer resources and with more effectiveness? What would we do differently in future?
- ▶ What have we learnt from our efforts?

Review the action plan templated worked at the State and find out the gaps in your plan. Make additions to the plan to make it complete. Develop a new plan in the following template.

Goal:

Results/Accomplishments including the targets set:

Action Steps <i>What Will Be Done?</i>	Responsibilities <i>Who Will Do It?</i>	Timeline <i>By When? (Day/Month)</i>	Resources A. Resources Available B. Resources Needed (financial, human, political & other)	Potential Barriers <i>Who need to be taken along?</i> <i>How?</i>	Communications Plan <i>Who is involved?</i> <i>What methods?</i> <i>How often?</i>
Step 1:			A. B.	A. B.	
Step 2:			A. B.	A. B.	
Step 3:			A. B.	A. B.	
Step 4:			A. B.	A. B.	
Step 5:			A. B.	A. B.	



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