

KENYA HIV BUSINESS
COUNCIL (KHBC)
PROFILE

July 2006

1 Background

KBCA was started in 2000 by a group of companies that were sharing best practices. The Business Council was formally launched in 2001, establishing a full-time secretariat in July 2002. There were eight founding members including Unilever, Kenya Commercial Bank, Central Bank of Kenya, GSK, BAT Kenya, Shell and East Africa Breweries. KHBC is registered as a non-profit organization (which is different from an NGO in Kenya).

KHBC did not receive donor or seed funding during setup. The set up was funded through three major donations from Unilever, Coca Cola and GSK.

- Unilever funded the programme manager's salary (a former Unilever employee) and the running expenses such as programme activities including training, IEC (information, education and communication) materials, and communication.
- When the secretariat was set up, offices were provided by Harcourt Industries. It remained in those premises for one year. KHBC now has its own offices where it pays rent.

2 Organization

Employees & Structure

KHBC currently employs seven people:

- Programme Manager
- Programme Officer
- Three Programme Facilitators
- Accountant
- Office Assistant

There are no plans to employ people in the next six months – KHBC has to remain lean because of funding (this is a strategic priority). It will use external consultants for training when required.

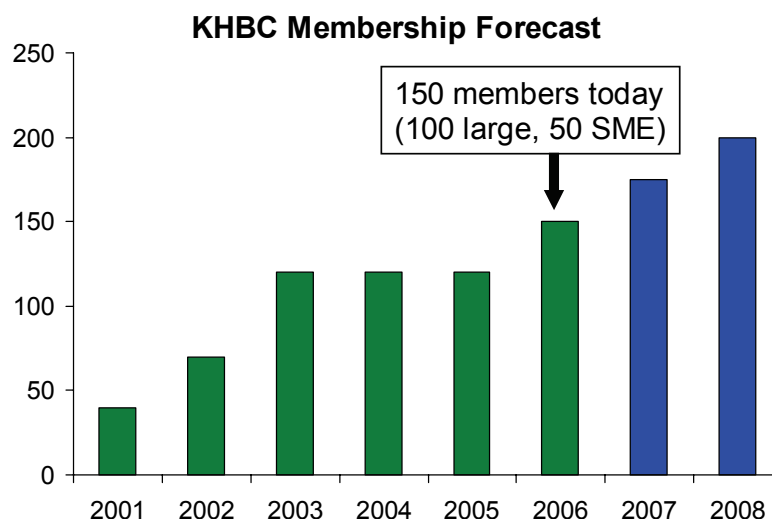
3 Membership Analysis

Membership Profile

| Membership Tier | Criteria (Employee Count) | Fees (Kshs annually) | Members Total/Fully Paid |
|-----------------|---------------------------|---------------------------|--------------------------|
| Small | <50 | 15,000 (approx. US\$ 200) | 15/5 |
| Medium | 51-200 | 15,000 (approx. US\$ 200) | 45/20 |
| Large | >200 | 15,000 (approx. US\$ 200) | 90/75 |
| Total | | | 150/100 |

- Currently KHBC has a total of 150 members.
 - Of the 90 large companies, approximately 75 are international firms.
- There is flat fee of 15,000 Kshs annual fees for all members (approx US\$ 200).
 - At any one time, 100 members will have paid in full.
- No criteria for membership except a commitment to fighting HIV/AIDS and active participation in HIV/AIDS prevention.

Membership Dynamics



- KHBC membership has risen from approximately 40 in 2001 to 150 in 2006.
- This growth is forecast to continue, with a target of 200 members by 2008.
- Focus in the future will be on SMEs. KHBC estimates there are over 22,000 SMEs in Kenya, employing an estimated 80% of people in Kenya. They typically do not have workplace programmes.
- This focus is particularly challenging given that SMEs are harder to convince. Large companies are more likely to join.

To attract new members KHBC takes a proactive approach:

- Working through existing company associations, e.g. the Kenya Manufacturers Society database of contacts (which has over 500 SME members), Chamber of Commerce, etc.
- Advocacy events. Examples include:
 - Sensitization of CEOs about the need to fully back the efforts of their HRs and peer educators.
 - Production of resource-rich IEC materials, including a publication collecting best practice case studies, which is used as an advocacy forum launched in November 2005, and a tool kit for HIV workplace coordinators launched in July 2006, as well as inviting public speakers to address new companies.
 - Also, see success stories below.

Membership Engagement

| | |
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| <p>Approximately:</p> <ul style="list-style-type: none"> • 75 companies (50%) are highly engaged (attend meetings, support KHBC in training sessions as facilitators, have active WPPs, etc.). • 40 companies are moderately engaged. • 35 companies have low engagement (paying some fees but not active). | <p>The top six most engaged and active members include</p> <ul style="list-style-type: none"> • Unilever Kenya • Serena Hotels • GSK • GM • BAT • East Africa Breweries • MSD |
|--|--|

4 Coalition Activities & Engaging Members

Activities

With members

- Advocacy Events
 - Sharing Best Practices
 - Sensitization of CEOs (over 500 CEOs reached).
- Skills Building Activities (training)
 - KHBC will facilitate training sessions for companies' workplace programmes.
 - In 2005 KHBC planned five training sessions for the five provinces in Kenya. During these sessions, KHBC decided to send letters of invitation to non-members.
 - HR Managers training (see success stories below)
 - Peer education training
 - Workplace counsellors training
 - Behaviour change communication training.
- IEC materials (knowledge management)
 - Workplace posters
 - Publications on management of WPP
 - Case studies of best practice
 - Business AIDS Watch magazine, a quarterly publication spreading news of what is happening with HIV/AIDS in the country.
- Resource centre
 - Resources available on loan
 - 20-100 videos. KHBC wants to develop this in the future.
- Community Programmes
 - KHBC brings together companies that donate to a specific community.

Skills building, IEC materials and the resource centre are the most valued by members.

With government

- Catalysing Public Private Partnerships, including
 - NACC (National AIDS Control Council)
 - Ministry of Health
 - Plus others when required, e.g. Ministry of Labour.

Disease Focus

At this stage, KHBC does not see itself extending beyond an HIV/AIDS focus. Eventually, HIV/AIDS programmes may be integrated into company "Wellness Programmes" but it is not clear what role KHBC could play in this shift.

5 Coalition Relationships

Relationship Profile

| | |
|---|--|
| <p><u>International Partners</u> (provide funding or technical support)</p> <ul style="list-style-type: none"> • UNAIDS • World Bank • FHI • USAIDS/PEPFAR¹ • GTZ | <p><u>Funders</u></p> <ul style="list-style-type: none"> • Global Fund (through NCC – the national country mechanism) • Kenyan Government through NACC • Merck Sharp and Dohme (MSD) |
| <p><u>Business Coalitions</u> (provide technical support)</p> <ul style="list-style-type: none"> • SABCOHA (South African Business Coalition on HIV and AIDS) • NABCOHA (Namibian Business Coalition on HIV/AIDS) • Global Business Coalition | <p><u>Local activists</u> (collaborate in projects/service providers, technical support)</p> <ul style="list-style-type: none"> • AMREF (African Medical and Research Foundation) • NOPE (Nairobi Organization of Peer Educators) • National Organization of PLWHA (People Living With AIDS) • Family planning association of Kenya |
| <p><u>Government</u></p> <ul style="list-style-type: none"> • NACC: the private sector seat is rotated between a number of private sector associations. This happens on an ad hoc basis rather than a regular rotation, i.e. not an annual rotation • Ministry of Health through NASCP (National AIDS/STD² Control Programme) | <p><u>Private Sector Organizations</u></p> <ul style="list-style-type: none"> • FKE • Kenya Association of Manufacturers • KEPSA (Kenya private sector alliance) |

PABC

KHBC is very supportive of the Pan-African Business Coalition (PABC), and sees it playing a number of roles to:

- Coordinate longer term direction of coalitions in Africa
- Offer technical support
- Mobilize resources
- Share IEC materials
- Become the voice of business in Africa

¹ The US President's Emergency Plan for AIDS Relief.

² Sexually transmitted diseases.

6 Funding

Revenues sources include:

- **Membership fees:** The membership fees collected at the moment do not cover even staff salaries. These are all paid by donors. The target is to create a sustainability account that can provide services whose fees cover staff salaries.
- **Donors:** KHBC has previously received large donations from companies, but none at the moment. All funding is project based, dependent on the undertaking of certain activities. No funding lasts for more than one year. KHBC currently receives funding from:
 - NACC (which distributes MAP³ funding)
 - US\$ 100K: received so far US\$ 75K over one year.
 - Global Fund
 - Spread over five years, dependent on performance
 - Kenya only received one year so far
 - US\$ 200K: received so far, US\$ 40K.

Therefore, a total of US\$ 115K has been received so far.

- **Fees for services provided**, e.g. training. Very limited activity to date.

The greatest risk for KHBC is if national level funding is cut, e.g. if the Global Fund suspends payments as has happened in Uganda.

7 Success Stories

- **HR Manager Training** As part of its company outreach strategy, KHBC offers an incentive to all companies to receive HR manager training for free. It charges for additional training, should the company decide it wants services such as peer educator training.
 - Over 650 HR managers have now been trained by KHBC
 - HR staff are encouraged to become champions within their company
 - Approximately six of 35 people will receive further training.
- **Production of Kenya-specific IEC materials** focusing on the needs of the workplace, e.g. best practice case studies, Business AIDS Watch magazine, and the business response to HIV AIDS, and a workplace coordinators toolkit. These materials have elicited a strong response from members.
- **Facilitating sharing of best practices.** KHBC regularly brings together CEOs from all over Kenya to learn from each other, sharing challenges and successes. In July 2006, in partnership with PEPFAR, KHBC held a high profile CEOs symposium aimed at sharing with top company executives some of the opportunities available for them to access funds for their workplace programmes.
- KHBC has also successfully mobilized businesses to set aside funds to reach out to the communities around them as a gesture of corporate social responsibility. This has been done through advocacy and sensitization which has resulted in the formation of **Neighbours Against AIDS**, a collaboration of six companies which have come together to fight HIV/AIDS in their neighbourhood.

³ The World Bank's Multi-country AIDS Programme.

8 The Future

- KHBC vision**
- Be the leading organization in mobilizing the private sector in Kenya with regard to HIV AIDS.
 - Continue to build the coalition's portfolio of value-adding services to the private sector.
 - Continue a strong recruitment drive, including a focus on SMEs.
 - Overcome the major challenges facing KHBC (see below).

- Challenges**
- **Engaging SMEs** (see membership dynamics section discussed above).
 - **Sustainable funding** (see funding section above): at a minimum, this means reaching a point where membership fees cover coalition operational costs (mostly staff salaries). Beyond this, KHBC will strive to secure funding beyond a one-year time frame, which will help plan for the long term with more certainty and confidence.
 - **Attracting and retaining quality staff:** KHBC has experienced a significant problem of staff being poached once they have been trained. If KHBC had sustainable funding available, it would be able to pay better salaries, which may help avoid this situation.
 - **Multiple business coalitions:** In Kenya there are several HIV/AIDS players in the private sector. Most of these are already established federations and associations. KHBC has to compete with these organizations. This is its greatest challenge: KHBC has to convince companies to join KHBC, when most companies prefer to work through a federation or association of which they are already members. The result of this complex situation is that there is a lot of duplication of roles by all the players.

Areas for support from the international community

- In providing the services to the private sector in Kenya, including policy development within companies, programme implementation, and provision of value added services. KHBC has succeeded in convincing CEOs. Now it needs to focus on the real needs on the ground: resource mobilization and negotiations for funding and membership.

Skills gaps include

- IT
- Programmatic management, e.g. managing projects