

GLOBAL HEALTH INITIATIVE PRIVATE SECTOR INTERVENTION CASE EXAMPLE

Partnering with an NGO, Yayasan Kusuma Buana, to implement a workplace HIV/AIDS prevention programme in Indonesia

Case categories

Company: [Gajah Tunggal Group](#) Industry: [Conglomerate](#) Location: [Indonesia](#) Programme: [HIV/AIDS](#)

Key questions

- How can GTG sustain interest in behaviour change efforts after it has trained all of its workers?
- Is it necessary for GTG to develop and socialize a written HIV policy to promote an environment conducive to prevention efforts?
- If it necessary for GTG to conduct a baseline before initiating training efforts to determine if its behaviour change efforts are effective?

Overview

Company	<p>The Gajah Tunggal Group (GTG) is a large Indonesian conglomerate and a leading tyre manufacturer in South East Asia.</p> <ul style="list-style-type: none"> GTG is a diversified group including interests in integrated shrimp farming, tire manufacturing, and petrochemical and consumer network services in the Asia Pacific region. In 2003 the group managed more than 60 companies and directly employed 55,000 people. PT Gajah Tunggal Tbk. (GT Tire) is South East Asia's largest tyre manufacturer. GT Tire uses five factories in Indonesia to produce radial, bias, and motorcycle tires. GT Tire has a distribution network of more than 50 dealers throughout Indonesia and other international outlets in over 75 countries. In 2003, GT Tire employed approximately 14,000 workers, including 7,500 at its factory site in Tangerang, outside of Jakarta.
Business Case	<p>In 2002, GTG Executive Director, Cherie Nursalim, visited South Africa, and saw first-hand the impact of a large-scale HIV/AIDS epidemic on businesses and society. After returning home to Indonesia she became aware that without a significant investment in prevention from all sectors of society, Indonesia risked a similar future. In response to this threat she established a workplace prevention programme not only to reduce the risk to her businesses, but also to set an example for other businesses and other sectors of society.</p> <ul style="list-style-type: none"> The Indonesian Department of Health estimated that there are currently 90,000 to 130,000 Indonesians who are HIV+, and that this number will continue to increase unless radical steps are taken. Indonesian government estimates show that Indonesia has a large commercial sex industry. Approximately nine million men purchase sex from roughly 300,000 commercial sex workers multiple times each year in Indonesia. Consistent condom usage among these male clients is consistently less than 10%, and the prevalence of sexually transmitted infections in these sex workers is 60%. GTG believes that its employees and their families are directly at risk for contracting sexually transmitted infections, including HIV/AIDS through unsafe sexual practices. Approximately 95% of the workers at GT Tires facility in Tangerang are men. Most of these men are between 20 and 40 years old and have received a vocational high school education. Many of these workers are not originally from the Tangerang area, having moved there for work. Additionally there is a well-established commercial sex industry near the factory. GT Tire has not established an HIV/AIDS-specific budget. The company's main expense is the opportunity cost of lost work time spent on workplace training activities.
Programme Description	<p>GTG workplace prevention programme focuses on mandatory employee training.</p> <ul style="list-style-type: none"> GTG does not have a written HIV/AIDS-specific policy, but senior managers have expressed and communicated a commitment to maintain prevention activities in the workplace and community, as well as to ensure HIV+ employee rights. Top management drives GT Tire's workplace prevention programme. The programme focuses on management training and mandatory staff training through peer educators. GT Tire estimates that its training has already reached 60% of its factory staff.
Programme Evaluation	<p>GT Tire monitors the reach of its prevention efforts and the core team meets on a monthly basis to resolve operational issues.</p> <ul style="list-style-type: none"> GT Tires management asks the core team to provide regular updates on the number of employees reached through the prevention efforts. Since March 2004, the GT Tire HIV prevention programme core team has held monthly meetings with its implementing NGO partner, Yayasan Kusuma Buana (YKB). These meetings are a venue to discuss tough questions raised during workplace training sessions, share new information to include in future training, and plan future activities. In May 2004, GTG received an AIDS Award presented by the National AIDS Commission, UNAIDS, ILO and FHI in collaboration with a number of leading NGOs, including YKB for its successful efforts to implement workplace prevention activities. <p>In the future GTG aims to understand its employee needs and extend workplace prevention efforts to cover additional at-risk employees in Indonesia.</p> <ul style="list-style-type: none"> Conduct behavioural surveys and focus group discussions to gain a deeper understanding of the company's current situation, employee needs, and the effectiveness of prevention measures. Extend its workplace prevention efforts to include other GTG companies. Encourage other companies in Indonesia to adopt workplace prevention initiatives.

Programme Description

Policy

GTG does not have a written HIV/AIDS-specific policy, but senior managers have expressed and communicated a commitment to maintain prevention activities in the workplace and community, as well as to ensure HIV+ employee rights.

- **Non-discrimination:** (1) hiring decisions are not based on HIV status; (2) hiring decisions do not include an HIV assessment; and (3) employees will not be dismissed based on their HIV status.
- **Confidentiality and disclosure:** GTG management will preserve the confidentiality of individuals affected by HIV/AIDS.
- **Benefits:** (1) employees with HIV/AIDS are entitled to the same privileges and benefits afforded to all GTG employees; (2) In May 2004, GTG management pledged to provide reasonable support, including access to life-saving anti-retroviral drugs, to HIV-positive employees; and (3) the company is not yet aware of any employees who require these treatment benefits.
- **Ill-health retirement:** if HIV+ employees are no longer able to work, GTG will provide disability benefits according to Indonesian labour law.
- **Contractors:** GTG does not have an HIV-specific policy for its contractors or suppliers.

Prevention and awareness

Top management drives GT Tire's workplace prevention programme. The programme focuses on management training and mandatory staff training through peer educators. After more than half of the workers were educated, GT Tire management invited other GTG managers to implemented similar programmes.

- **GTG management briefing.** In May 2003, GTG invited Yayasan Kusuma Buana (YKB) and Family Health International (FHI) to conduct an executive briefing for Cherie Nursalim, head of corporate communications, head of the tire factor, head of human resources, and the head of the company's internal university. The briefing lasted two hours and included a discussion of the (1) current HIV situation in Indonesia; (2) basics of HIV and how it is transmitted, (3) business impact of HIV; and (4) components of a workplace prevention programme. During this meeting GTG management committed to conduct a pilot prevention project for its university and tire factory.
- **University training.** GTG invests in promising employees by enrolling them in an internal company technical university. The company first implemented its prevention efforts on this group to pilot YKB's training tools as well as to protect its investment in human capital. From May to July 2003, YKB conducted three separate training sessions for the GTG Polytechnic's 22 person teaching staff, 15 person admin staff, and 30 students. The staff's training sessions were one-day long and the student training lasted three days. The student components also included communications training.
- **GT Tire management briefing.** In November 2003, YKB conducted a half-day management briefing for 15 members of GT Tire' top management team, which was opened by the head of the factory. The session followed the same format as the GTG management briefing, but also included a work-planning session where the participants developed an implementation plan and assigned responsibilities to a core team to implement a workplace prevention programme at the tire factory's five locations.

Private sector intervention case example

Company: Gajah Tunggal Group Industry: Conglomerate

Location: Indonesia

Programme: HIV/AIDS

Programme Description (...continued)

Prevention and awareness

(..continued)

- **GT Tires Train-the-Trainers.** GT Tires' management invited 28 people to serve as peer educators to deliver HIV-prevention education to the 7,500 employees at the company's five plants (268 employees per core team member). These people were selected because they were senior, well respected by their peers and subordinates, and effective communicators. The group included representatives from production, health and safety, labour, and human resources. In December 2003, the 28 peer educators participated in a two-day train-the-trainers workshop. This workshop provided them with the skills and knowledge required to train their colleagues. The workshop also included a pre and post-test assessment to validate that there was sufficient knowledge capture.
- **GT Tires worker training.** From February to June the core team held 163 worker-training sessions, covering an estimated 60% of GT Tires 7,500 factory workers. The company estimates that it will have trained all of its workers through mandatory training sessions by the end of 2004. The two-hour training sessions are capped at 30 participants to ensure that they are interactive. Two to three core team members teach each session which includes the following topics: (1) basics of HIV/AIDS; (2) how HIV/AIDS is transmitted; (3) how to prevent HIV transmission; and (4) condom demonstration. During the initial sessions YKB sends a training specialist to observe the training sessions and provide the training team with feedback to improve their technique. After the trainers were confident in their capabilities and knowledge, YKB reduced its frequency of sending observers. One common question asked during these sessions was, "Will I get fired if I get HIV?" Peer educators asserted that the employees would not be fired if they were HIV-positive.
- **Celebrate success.** In May 2004 GT Tires conducted a factory gathering including 25 top management members from eight other GT Group companies to celebrate the success of the GTG winning the AIDS Award. The management meeting included the standard executive briefing as well as (1) an extended question and answer section; (2) a knowledge quiz where peer educators were asked questions by the core team on key HIV facts in front of the manager; (3) a planning session where managers discussed how best to implement similar efforts in their workplaces. The management decided that their efforts would be most successful if they each implemented individual programmes to match their employee needs. In addition to the management briefing, 3,000 HIV/AIDS awareness leaflets were distributed to the first shift as the workers passed through the factory gates.



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Case-specific HIV/AIDS Resources

Supporting Documents

[YKB Train the Trainer 2-Day Course Outline \(2004\)](#)

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This case study uses the following exchange rate: 8,600 Indonesia Rupiahs to 1 United States Dollar.

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