

### Preventing HIV/AIDS in the Workplace in Indonesia

*The Partnership of PT Gajah Tunggal and Yayasan Kusuma Buana (YKB)*

#### HIV/AIDS in Indonesia, 2007

“Indonesia faces the looming threat of a major epidemic” according to the United Nations Development Fund. Ninety-two percent of those infected are between 20 and 49 years of age and 79% of the infected are men, though youth and women are accounting for an increasingly high proportion of cases. Seventy-one percent of married men and 61% of married women have heard of HIV/AIDS, but much smaller percentages, 49% of men and 36% of women, have heard condoms can reduce risk. Only 7% of married men and 8% of married women know about voluntary counseling and testing (VCT).<sup>1</sup>

#### EXECUTIVE SUMMARY



PT Gajah Tunggal Tbk (GT), the largest integrated tire producer in South-East Asia, and Yayasan Kusuma Buana (YKB), an Indonesian health organization, have partnered to educate and train the company’s more than 10,000 factory workers in HIV/AIDS prevention. The campaign began in 2003, and is based on peer education with small groups of workers, of whom 94 percent are men. The

partnership is also reaching out to nearby communities with HIV/AIDS prevention education. This campaign in the world’s largest Muslim nation has attracted international attention. Partners have traveled to Egypt at the invitation of UNAIDS to provide information about their program, and for the last three years they have demonstrated their approach to NGO visitors from many developing countries.

#### THE PARTNERS



modernized tire plants and two related plants that manufacture tire cord and synthetic rubber. Plants are situated on a 250-hectare industrial complex in Tangerang, about 40 km west of Jakarta. As of November 2008, GT has

PT Gajah Tunggal Tbk, established in 1951, operates five

10,570 employees.

GT supports a variety of development and relief efforts, including full scholarships for young people to attend the University of Indonesia; upon graduation, they are accepted as employees of the company. GT also supports immunization for children of workers and nearby community members, drug prevention activities for employees, and provides emergency relief following disasters including floods and earthquakes.



YKB is a health NGO established in 1980. It manages five clinics in Indonesia, one laboratory,

and one mobile x-ray unit. Since 1991, it has used an x-ray unit donated by the Chiba Health Service Association of Japan to conduct annual health check-up programs for factories mostly in Jakarta and surrounding areas. YKB works on a wide range of health issues, many in partnership with companies, to improve individual and community health.<sup>2</sup>

In 1993, YKB became the first NGO in the country to conduct training and education on AIDS prevention, integrating these activities into its annual factory check-up programs. Since then, it has expanded its workplace efforts, as 92 percent of those currently infected fall between the prime working ages of 21 and 49. As of November 2008, YKB has worked with over 300 large and small companies that employ mostly men because it sees this as the most effective way to tackle the HIV/AIDS pandemic. Men make up 79 percent of known cases in Indonesia and male workers have more money than other men to pay for sex.<sup>3</sup>

Taking a “supply and demand” approach to HIV/AIDS prevention, YKB complements its work on the “demand” side,

i.e., with workers, with “supply side” outreach activities to entertainment venues, including massage parlors, nightclubs, and karaoke bars in large entertainment centers in Jakarta. YKB considers its partnership with GT the most advanced, successful, and sustainable of its efforts on HIV/AIDS prevention.

**INITIATING THE PARTNERSHIP**

The partnership between GT and YKB began after Cherie Nursalim, the daughter of GT’s founder, visited AIDS hospitals on a trip to South Africa.<sup>4</sup> On her return, she contacted the director of GT, Catharina Widjaja, and asked her to start activities to fight the spread of HIV/AIDS. At about the same time, Ms. Widjaja was contacted by Richard Howard, a consultant to a USAID-funded project on HIV/AIDS workplace prevention run by Family Health International (FHI), an international NGO. Subsequently, FHI brought in the medical director of YKB, Dr. Adi Sasongko.

**RATIONALE**

GT chose to partner with YKB because it had no experience in HIV/AIDS prevention and was impressed by YKB’s expertise in health education, particularly prevention of infectious and sexually transmitted diseases. Company management also felt a personal connection with Dr. Sasongko. Although GT’s strong commitment to fighting HIV/AIDS was instrumental in launching the partnership, the demographics of its workforce also provided a compelling business rationale. Fully 94 percent of GT employees are between the ages of 21 and 49, the age groups most at risk for the pandemic, and 94 percent are men. Most of them are migrants living apart from their families and away from their traditional social structures, increasing their potential for engaging in sexual activity and vulnerability to contracting HIV/AIDS.

The company focuses on prevention because it is much less costly than treatment and because it limits the loss of skilled and trained workers. The company also feels that prevention is the most effective way to curb the spread of the pandemic. GT

estimates that the campaign costs about US \$10,000 per year, or about US \$1 per worker, in cash and in-kind contributions, including time, space, and materials.

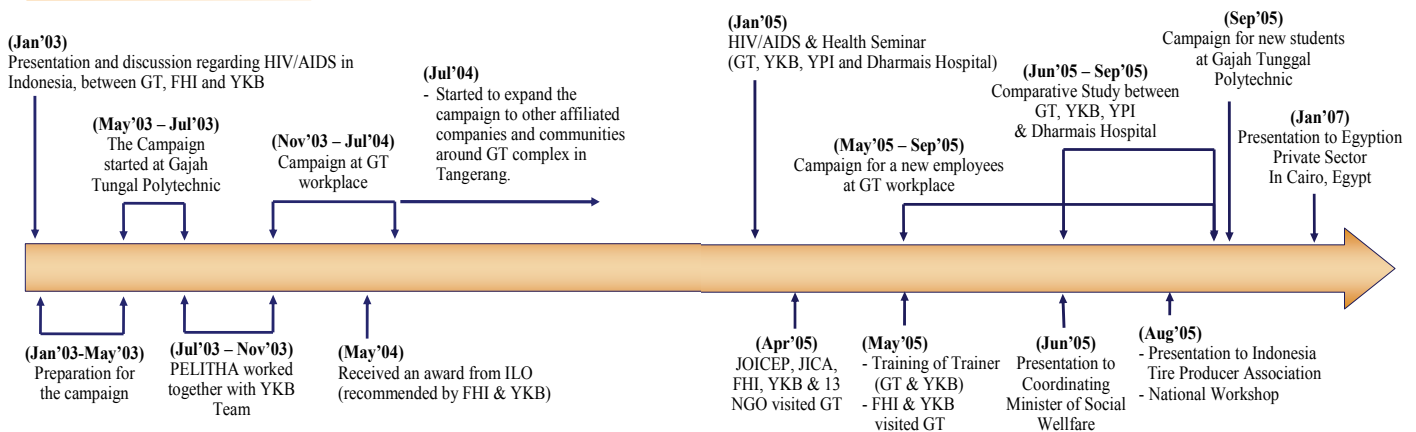
YKB wanted to partner with GT because it saw this as a good opportunity to carry out its mission of HIV/AIDS prevention in the workplace. Since YKB and GT were unfamiliar with each other before this first meeting, the trust each had in the FHI consultant was key to their initial willingness to work together.

**IMPLEMENTING THE PARTNERSHIP**

The campaign started with training for students and teachers at the GT Polytechnic. An intensive Training of Trainers (TOT) program for the senior manager of GT and 28 factory supervisors followed in November 2003. These supervisors became peer educators, working in small groups to disseminate information on HIV/AIDS prevention. YKB provided ongoing advice and refresher training as needed by the peer educators when the latter encountered questions they were not sure how to answer. In 2004, YKB trained 125 more GT factory supervisors. These supervisors conducted small group trainings with staff on HIV/AIDS prevention, first reaching 1,500 employees and within six months another 7,500. By 2008, all 10,570 employees had been trained.

A campaign message, “Rubber safety on the road and off,” ties HIV/AIDS prevention directly to GT’s core business. Other messages include “HIV/AIDS is a very democratic virus, non-discriminatory and will infect anyone” (on a banner posted prominently in the plant) and “HIV/AIDS is not contagious” (one of the messages written on daily meal tickets). Through lunchtime awareness quizzes, peer group sessions that include condom simulation, and distribution of posters, stickers and leaflets, the campaign regularly engages employees on the topic. HIV/AIDS awareness and prevention is now integrated into all orientation sessions for new workers. Around the factory, the senior manager responsible for implementing the prevention campaign, Harry Tan, is affectionately referred to as “Mr. Condom.” He also serves on the provincial AIDS committee.

**GT Workplace Campaign**



## CHALLENGES

At the start of the campaign, there was concern among workers that it was being undertaken because some of their peers were already infected. Strong top management commitment overcame this concern, enabling supervisors to encourage participation in the voluntary awareness program.

An ongoing challenge is how to reach more spouses of workers and members of nearby communities with awareness and prevention information. GT relies on its workers to share what they learn with their families and on community gatherings at events it supports such as on World AIDS day.

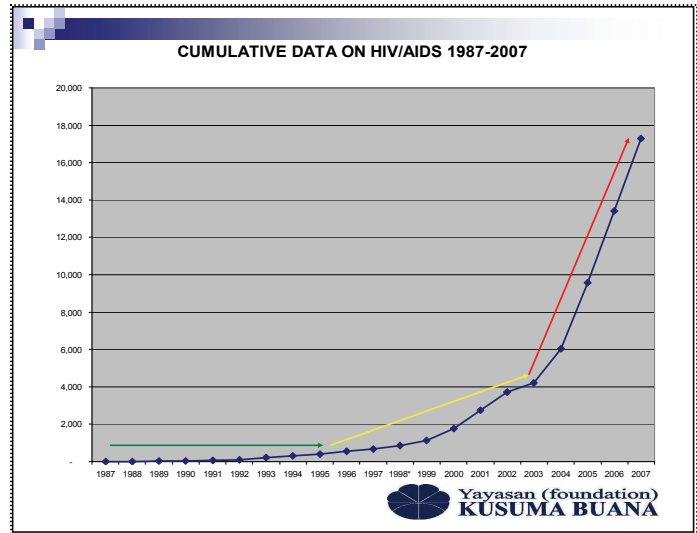
YKB uses evidence to make the case for HIV/AIDS prevention to communities. It presents the information gradually, and in a way that respects local culture and gives ample time for community leaders to discuss the evidence. It has been able to convince leaders in some of Indonesia's most conservative religious communities, as in the Tsunami-stricken areas of Aceh, to support HIV/AIDS awareness and prevention activities, by using Ministry of Health data to show how quickly and pervasively the virus has spread throughout the country.

The level of infection has risen rapidly after starting with only one known case in Bali in 1987. The rise in infection has been especially rapid in the last five years and the Indonesian Government now reports cases in each of the more than 400 districts in the country. Despite the dramatic increases in known cases, many people are still unaware of the disease and how it can be spread and prevented.

The presence of infections throughout the country has shocked Muslim community leaders, especially after they hear individuals living with HIV and AIDS tell their stories. These individuals are brought to community events by YKB and PELITHA, an NGO that works with those infected by HIV/AIDS. The combination of facts and personal stories has convinced the clerics that anyone can be vulnerable to the virus and has encouraged the clerics to support the GT/YKB awareness and prevention campaign.

Partners use a similar approach with factory employees. Although demonstrations on how to use condoms are a part of peer education and new-employee orientation sessions, both GT and YKB feel it is important to introduce condoms as a method of prevention only after there is sufficient awareness and understanding of the nature of HIV/AIDS and how it is spread. They also do not support making condoms available in the workplace as many donor agencies often urge. Both GT and YKB have found that making condoms available in the workplace can create resistance and suspicion among workers and managers that the partners are promoting promiscuity. Instead, GT and YKB advise employees on where they can obtain condoms outside of the factory or in the company's clinic.

Another ongoing challenge is how to help infected worker obtain treatment for HIV/AIDS. Stigma is still a significant obstacle to testing and treatment, and the voluntary nature of



GT's program—the company does not require workers to submit to HIV/AIDS testing and has a policy of nondiscrimination if workers become infected—makes it impossible to know who is infected unless workers agree to be tested. If a worker does agree and tests positive, the company will assist the worker in accessing treatment. Help is needed because the government-mandated employee health insurance for employees does not cover sexually transmitted infections (STIs), including HIV/AIDS, and individuals requiring antiretroviral treatment can only obtain it from public hospitals (though they can be treated for STIs at clinics).

Partners work together to educate those beyond the vicinity of the factory on HIV/AIDS awareness and prevention. In 2004, the partners started to expand the campaign to other companies affiliated with GT. Partners also began to work with YCAB (*Yayasan Cinta Anak Bangsa*), an NGO that works on drug prevention in the workplace. Staff members have become keen to share their awareness and prevention campaign with others, and partners regularly respond to requests from national and international audiences on how an awareness and prevention campaign can be implemented successfully in a Muslim country. For instance, in 2005 YKB conducted a national workshop and a field visit for NGO leaders from 15 provinces in Indonesia to observe campaign activities. Since then the partners have hosted similar field trips for NGO leaders from other developing regions.<sup>5</sup> Partners have also visited Egypt with support from UNAIDS/Middle East to discuss how to implement HIV/AIDS prevention education and training in a predominantly Muslim population. GT is also one of seven founding members of the Indonesian Business Coalition on AIDS.<sup>6</sup>

## RESULTS

Within five years, the campaign on HIV/AIDS prevention education and training has reached all of the more than 10,500 GT factory employees. The campaign is also educating nearby communities with support from Muslim clerics and other community leaders. The transfer of training skills from YKB to GT staff has contributed to the sustainability of the

campaign, while the key YKB contact, Dr. Adi, maintains personal oversight and is available for technical advice. Reducing the role of YKB, and its costs to the company, has also created a greater sense of ownership of the campaign within the company.

GT has been internationally recognized for its commitment to HIV/AIDS prevention, including an award from the International Labor Organization (ILO) in 2004.

## FUTURE PLANS AND EXPECTATIONS

YKB and GT each want to continue to build on the success of their partnership. YKB gives GT regular updates on the campaign and would like the partners to extend their work beyond prevention in fighting the HIV/AIDS pandemic. GT wants to extend efforts to increase HIV/AIDS awareness and prevention in nearby communities by working more with Muslim clerics in particular and the local government. This includes finding opportunities to integrate information on HIV/

AIDS into community gatherings on a more frequent and regular basis.

## KEY SUCCESS FACTORS

Both partners consider the commitment and support from all three top levels of factory management as essential to the campaign's success and sustainability: the family member of GT's founder and owner, the director of the company, and the senior HR manager. Partners also cite open and continuous communication at the personal level; GT especially appreciates Dr. Adi's close involvement with factory management on a continuing basis. YKB cites mutual trust and a continuous adaptation and responsiveness to the growing and dynamic needs for HIV/AIDS prevention by both partners as important to sustaining the partnership. Finally, the ability of the partners to work as a team has been central to their success. This includes their joint efforts to inform Indonesian and international audiences about their campaign.

### About this Case Study

This is one in a series of case studies based on presentations by partners at sessions of the Health and Business Roundtable Indonesia (HBRI). HBRI is an activity of *Company-Community Partnerships for Health in Indonesia (CCPHI)*, a project led by the Public Health Institute, implemented in partnership with The Fund for Peace, and funded by the Ford Foundation.

This case study is based on presentations by Catharina Widjaja, *GT Partnership with YKB in Combating HIV/AIDS* and Dr. Adi Sasongko, *YKB Partnership with PT Gajah Tunggal to Prevent AIDS in the Workplace* at the 4<sup>th</sup> Session of the *Health and Business Roundtable Indonesia*, an activity of the CCPHI project, funded by the Ford Foundation. The case study was prepared by Dr. Alene H. Gelbard, CCPHI project director, in consultation with Ms. Widjaja and Dr. Sasongko.

### Footnotes

1. Sources: IDHS, 2008. *Indonesia Demographic and Health Survey, 2007 Preliminary Report*, Statistics Indonesia, National Family Planning Coordinating Board and Ministry of Health, Jakarta Indonesia; Measure DHS, Macro International, Calverton, Maryland, USA, June 2008. UNDP, November 2007, Project Facts, The Indonesian Partnership Fund for HIV and AIDS <http://www.undp.or.id/factsheets/2007/MDG%20HIV%Nov.2007.pdf>.
2. YKB has worked with Pfizer and Johnson and Johnson on school health programs; with Nike, Levi Strauss, Panasonic, Krakatau Steel, BP, Unocal, and others on AIDS prevention in the workplace; with PT Bukit Asam on intestinal parasite control; and with PT Dewhirst, and BHP Billiton on community health.
3. YKB initially worked with company suppliers that employed mostly women including Nike suppliers and workers of Levi-Strauss contractors. From 1996 to 1999, YKB expanded its efforts with support from the World Bank to reach more companies. In 1997, YKB initiated an annual AIDS award for companies. In 2006, YKB organized a one-year training program for UN staff members in Indonesia. From 2000 to 2008, YKB partnered with Family Health International (FHI) implementing a USAID-funded program on HIV/AIDS prevention in the workplace.
4. The trip was sponsored by the Synergos Institute.
5. In August 2008 partners hosted visits from NGO leaders of 14 countries in Africa, Asia, Latin America, and the Pacific Islands with funding from JOICFP, the Japanese Organization for International Cooperation in Family Planning. GT and YKB also contributed information about their partnership for a case study prepared by the World Economic Forum in 2004. The case study is posted on the WEF website: [www.weforum.org/globalhealth](http://www.weforum.org/globalhealth).
6. The Indonesian Business Coalition on AIDS (IBCA) was founded in 2007 by seven multinational and national companies operating in Indonesia. Its members work together to encourage best practices to reduce the impact of HIV/AIDS.

For further information on CCPHI and the Health & Business Roundtable Indonesia please contact **Kemal Soeriawidjaja**, CCPHI Executive Director, at [kemal.soeriawidjaja@ccphi.org](mailto:kemal.soeriawidjaja@ccphi.org) or **Dian Rosdiana**, CCPHI Communication Officer, at [dian.rosdiana@ccphi.org](mailto:dian.rosdiana@ccphi.org), or **Dr. Alene H. Gelbard**, ACCESS-HW Director, at [alengelbard@ACCESShealthworldwide.org](mailto:alengelbard@ACCESShealthworldwide.org) or visit [www.ACCESShealthworldwide.org](http://www.ACCESShealthworldwide.org)