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INCLUSIVE RESPONSES TO THE HIV AND AIDS CHALLENGE

EXPERIENCES FROM THE INDIAN IT SECTOR

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Foreword

India is experiencing a period of high economic growth and rapid social and demographic change. There is increasing concern about the manner in which this transformation is impacted by the HIV/AIDS epidemic. While the Government of India has taken significant measures to curb the spread of HIV/AIDS, much remains to be done. Given the complexity of the challenge, an effective response requires the engagement of all sectors. The private sector, alongside other stakeholders, can play an important part not only by contributing to the efforts for HIV/AIDS prevention and the reduction of stigma and discrimination, but also for the care, support and treatment of Persons Living with HIV/AIDS (PLHA).

In India's corporate sector, Corporate Social Responsibility (CSR) and efforts to create new inclusive and sustainable business models have become intrinsic to growth and development. In this process, mainstreaming measures to curb HIV/AIDS has become an important step, partnered increasingly with other stakeholders from government and civil society. These responses have been implemented as inclusive HIV/AIDS programs in the workplace, community outreach initiatives, and also to address the Millennium Development Goals (MDGs).

Given the need to increasingly engage the private sector in India's response to HIV/AIDS, the Confederation of Indian Industry (CII), Indian Business Trust for HIV/AIDS (IBT) and the World Bank Institute (WBI) initiated joint capacity development efforts in 2006. The overall objective was to strengthen the role of business organizations and companies from key economic sectors in addressing HIV/AIDS and related issues of stigma and discrimination. The partnership also built on regional work on HIV/AIDS by the South Asia Region of the World Bank and WBI, including a publication on "Corporate Responses to HIV/AIDS: Case Studies from India," workshops on addressing HIV/AIDS in the supply chain, and regional work on stigma and discrimination. The Information Technology (IT) sector, being an important force in India's social and economic transformation, was identified as uniquely positioned to contribute its leadership, innovation and resource networks to addressing HIV/AIDS challenges. For this purpose, the sector could engage young people across the country and consider the areas most impacted by inclusive prevention initiatives.

The report presents challenges, good practices and success stories about how IT companies in India are addressing the issues of HIV/AIDS. It demonstrates the mounting will and commitment of IT leaders to respond to the epidemic. The IT industry in India is young in terms of both its stage of development and the age of its workforce which averages 18-35 years. Reflecting the composition of the sector, the report documents the experiences not only of large companies in India's IT sector, but also of small and medium enterprises (SMEs). Each company has used different approaches to address HIV/AIDS among its workforce including community outreach activities. By capturing these companies' experiences, the report seeks to foster a more active response to HIV/AIDS from India's IT community and to encourage new partnerships to leverage the goodwill and competencies of this sector.

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Acknowledgement

This report was prepared by the World Bank Institute's Business, Competitiveness and Development (BCD) team, the Confederation of Indian Industry and Indian Business Trust for HIV/AIDS. The report team was led by Jenny Gold, Indira Sandilya, Michael Jarvis and Richa Pant. Overall guidance was provided by Djordjija Petkoski, Shefali Chaturvedi and Mohini Malhotra. The content of the report is based on inputs and experiences shared by leaders and focal persons from IT companies in India. The report team also benefited greatly from the assistance of Dr. Ramnik Ahuja, Poonam Sachdev and Alexandra Humme.

Abbreviations

AIDS	Acquired Immunodeficiency Syndrome
ACT	AppLabs Charitable Trust
AIIMS	All India Institute of Medical Sciences
BCD	Business, Competitiveness and Development
BMST	Bangalore Medical Services Trust
BPO	Business Process Outsourcing
CEO	Chief Executive Officer
CII	Confederation of Indian Industry
CSR	Corporate Social Responsibility
DFID	Department for International Development
DSACS	Delhi State Aids Control Society
EHS	Environment, Health and Safety
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
IBT	Indian Business Trust for HIV/AIDS
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IT	Information Technology
MDG	Millennium Development Goal
NACO	National AIDS Control Organization
NASSCOM	National Association of Software and Services Companies
NGO	Nongovernmental Organization
PBC-STIP	Paharpur Business Center and Software Technology Incubator Park
PLHA	Persons Living with HIV/AIDS
PSI	Population Services International
SME	Small and Medium Enterprises
TB	Tuberculosis
TCS	Tata Consultancy Services
UNAIDS	Joint United Nations Program on HIV/AIDS
USAID	United States Agency for International Development
WBI	World Bank Institute

Executive Summary

In the current scenario of social, economic and demographic change in India, there is increasing concern about the impact of the HIV/AIDS epidemic, and the future of India's next generation of economic and social stakeholders. There is also a growing understanding that an effective response to HIV/AIDS requires the partnership of all sectors. In this context, the private sector and other stakeholders have become critical partners in the effort to curb HIV/AIDS, as well as to reduce related social stigma and discrimination.

The IT sector, being a leading force of change and innovation and a channel to reach the country's youth, can play a unique role in addressing HIV/AIDS challenges. However, there is a need to increase the contribution of this key sector to India's response efforts. IT companies can make significant contribution such as leadership skills and resources to national, community and workplace programs. The issue of HIV/AIDS is an important entry point concern for IT companies in addressing the health of the sector's young workforce, responding inclusively to development challenges and building goodwill and relationships with communities.

HIV/AIDS prevention measures by Indian IT companies

Recommendations and lessons

The case studies describe the experiences of eight IT companies that follow a business-oriented approach to address HIV/AIDS. These companies have faced challenges and successes in establishing their programs and have piloted different ways to address HIV/AIDS in their business environments. While the companies are continuing to build on their successes and integrate their response strategies inclusively with other CSR initiatives, their varied experiences offer lessons that may be useful for interventions by other businesses.

Leveraging IT company leadership, skills and networks

The application of IT core competencies has proved critical to the success of the HIV/AIDS programs documented in this report. For example, companies have used IT expertise such as e-learning, mobile gaming and call center technology to raise awareness, educate and provide counseling and information services to contribute to HIV prevention and care and support efforts. IT companies have also used their vast networks, access to skills and resources and leadership potential to: (i) serve as community mentors on issues of stigma and discrimination; (ii) support the improvement of livelihoods capabilities of PLHA; (iii) conduct advocacy on HIV/AIDS issues; and (iv) transfer HIV/AIDS related messages to young people across India and the world.

Employee driven action

The companies have directly engaged their employees in the coordination and implementation of their HIV/AIDS programs. For example, companies have trained their employees as peer champions and peer educators. These trained volunteers lead the learning activities on HIV/AIDS not only in the workplace, but also in the community. Employee volunteer efforts have been sustained through strategies such as matching grant programs which provide targeted donations for each hour of volunteer time contributed by an employee. Some companies have also committed themselves to dedicating a percentage of employee work time to social development initiatives.

Addressing HIV/AIDS challenges inclusively

Inclusion of HIV/AIDS challenges in the CSR agenda has helped companies ensure that these are addressed both in the workplace and community. It has also helped companies develop and fund dynamic HIV/AIDS programs linked to the MDGs.

HIV/AIDS policy development

The companies have developed policies that guide their HIV/AIDS and CSR responses. This enables them to effectively communicate their commitment and initiatives to the workforce and key stakeholders in their spheres of influence, such as other companies, partner organizations and vendors.

Awareness raising and information, education and communication (IEC)

The HIV/AIDS programs described in this report include the engagement of IT core competencies to extend the reach of awareness raising through IEC, such as educational campaigns, film competitions and peer learning programs.

Working in partnership with other stakeholders

The IT companies are working with partners such as State AIDS societies, NGOs, PLHA networks, industry groups, hospitals, universities and other businesses. Collaboration has helped the companies provide more effective reach to underserved communities, PLHA, orphans and vulnerable children. This has also helped the companies to access the required knowledge, training and technical expertise to effectively address HIV/AIDS challenges. For example, several companies have partnered NGOs to set up peer education and condom distribution for HIV prevention.

Countering stigma and discrimination

The companies have addressed stigma and discrimination through interventions that build awareness, dismantle misconceptions and increase openness and communication in the workplace. These include company HIV/AIDS policies and mentorship programs that directly support learning and skill exchange between PLHA and IT employees. Stigma and discrimination have also been addressed through workplace awareness and education programs and by involving PLHA as educators in learning sessions.

The experience of eight IT companies in India

The case studies focus on the status of these companies' responses to HIV/AIDS and the manner in which they synergize with their wider involvement in CSR and inclusive development initiatives.

The HIV/AIDS interventions of the eight companies range from awareness raising and prevention to care and support for PLHA (Tables 1 & 2).

These are summarized below:

1. AppLabs

The CSR initiatives at AppLabs, including its HIV/AIDS program, are implemented by AppLabs Charitable Trust (ACT). AppLabs reaches out to its employees and to disadvantaged communities through awareness generation, educational campaigns, and by encouraging its employees to volunteer their time and skills to assist partner NGOs and PLHA. The aim in particular is to help improve the lives of individuals and families affected by the epidemic and to address issues of stigma and discrimination. AppLabs also regularly: (i) interacts with the media to highlight key HIV/AIDS issues in communities where it works; (ii) supports networks and NGOs working with PLHA; (iii) uses core IT competencies for HIV/AIDS prevention; (iv) provides matching grants in its CSR and HIV/AIDS programs. Its future prevention activities will expand support to community initiatives and PLHA.

2. Intel Technologies

An HIV/AIDS prevention policy in the workplace is at the foundation of Intel Technologies' program activities. These include awareness creation, training sessions and access to HIV counseling and testing services for employees. For community outreach, nearly 80 percent of the company's employees in India volunteer their time to youth groups and disadvantaged communities through activities such as peer education and life skill training. Outreach is supported through the company's "Involved Matching Grants Program", and implemented in partnership with NGOs and hospitals that have technical competencies and understanding of community-level HIV/AIDS issues and needs.

3. MphasiS Ltd.

The company has introduced a workplace program on HIV/AIDS prevention as part of CSR with education modules, peer learning, condom vending machines and a non-discrimination policy to protect the young workforce in its Business Process Outsourcing (BPO) locations. Outreach activities have been organized for children with HIV/AIDS. The program is meant to prevent the spread of HIV, destigmatize those affected by the epidemic and promote safe sexual practice. The program was rolled out through a World AIDS Day campaign in the company's BPO facilities in Bangalore, reaching 3,000 employees. Based on successful outcomes, the company is now extending its HIV/AIDS program activities to its other offices in India

4. Paharpur Business Center and Software Technology Incubator Park (PBC-STIP): The presence of a large number of migrant workers and a young team in the workplace prompted the company to focus on HIV/AIDS. Its program is guided by the vision and initiative of the CEO and implemented by a workplace committee. The process started in 2004 and has been main streamed by the company in its CSR initiatives. The HIV/AIDS program focuses on understanding the problems of PLHA, awareness creation and education in the workplace, and outreach to employees' families, clients, vendors and the community. A company policy on HIV/AIDS has been developed to guide program implementation.

5. Satyam Computers Services Ltd.

Recognizing the HIV/AIDS epidemic as a global emergency and one of the most formidable challenges to human life and dignity, the company initiated its HIV/AIDS program in 2004. With active support from its top management and participation of employee volunteers, the program is led by the Satyam Foundation, Magnificent Seven Teams and Red Ribbon Clubs. The HIV/AIDS prevention activities reach company employees, students, vendors, PLHA and vulnerable groups in the community, and are implemented through cross-sector partnerships with NGOs, other companies and the government. Key components of the company's HIV/AIDS program include campaigns and competitions for awareness generation, care and support, advocacy and a call center helpline which offers counseling and healthcare referral services. Each component engages IT core competencies, such as in e-learning, training, leadership and innovation.

6. Scope International Pvt. Ltd.

The "Living with HIV" program was created by Standard Chartered Bank in 1999 in response to the HIV/AIDS epidemic, and was rolled out in Scope International Pvt. Ltd., an India-based subsidiary of Standard Chartered Bank, in 2003. "Living with HIV" is a comprehensive education program in the workplace that engages trained employee HIV Champions in education and awareness raising. The program is designed to build knowledge for making informed lifestyle choices to prevent HIV. The company has implemented the "Living with HIV" program not only as a workplace activity but also as an outreach activity for underserved communities. The company implements this program in partnership with other companies, NGOs and educational institutions. The HIV/AIDS prevention activities leverage core leadership competencies of the company, are supported by an employee AIDS fund, and are guided by a workplace policy.

7. Tata Consultancy Services Ltd.

The HIV/AIDS program in Tata Consultancy Services Ltd. (TCS) has been built on employee participation through peer education. It was started in 2006 by TCS Maitree, the company's forum for employee engagement and corporate sustainability and has now reached out to more than 1, 00,000 employees, in addition to youth groups and external communities. More than 90 trained peer educators volunteer their time and skills to peer learning and awareness activities on HIV/AIDS. Outreach to the community includes awareness and education in rural areas and programs for World AIDS Day. The company's partners in HIV/AIDS prevention include NGOs, other companies and industry associations. These activities build on core competencies in leadership and the company's reach covering young people entering the workforce. Funding for the HIV/AIDS program comes from the company. Its future steps to address HIV/AIDS include the drafting of an HIV/AIDS workplace policy, and extending HIV/AIDS education to workers' families.

8. ZMQ Software Systems

As a socially conscious organization, the company is driven by the need to develop socially relevant technology, and to use ICT for social benefit. Being a small company with a large network, ZMQ Software Systems has oriented its social development and HIV/AIDS programs towards outreach. Its employees allocate 5-8 percent of their time to develop IT-based learning programs on HIV/AIDS which reach young people across India and Africa. The company's "Freedom from HIV/AIDS" initiative, educates people by using mobile devices. Other developments include edutainment programs for the youth and a workplace toolkit on HIV/AIDS for companies. The company uses its core IT competencies, networks and partnerships, such as with other companies, NGOs, and donor agencies, to develop these resources effectively. Future activities include a Mobile Care Support and Treatment System to support PLHA. The company presently invests 12 percent of its profits on social development and HIV/AIDS prevention initiatives.

Table 1: Summary of case studies

Company	Intervention areas	Responsible unit	Location of interventions	Beneficiaries	Partners	Use of core competencies
AppLabs	Awareness and prevention, care and support, advocacy	Employee volunteers, AppLabs Charitable Trust	Andhra Pradesh, Orissa	Employees, PLHA, underserved communities	NGOs and networks working with PLHA	IT-based awareness and educational campaigns
Intel Technologies	Awareness, prevention, life skills, HIV testing	CSR and environment, health and safety functions, employee volunteers	Bangalore, other Karnataka locations	Employees, youth, underserved communities	Bangalore Medical Services Trust, Manipal Hospital, others	Community leadership
MphasiS Ltd	Prevention, condom distribution	Management, peer educators, employee volunteers	Bangalore and corporate offices across India	Employees, PLHA	Population Services International, Hindustan Latex, Family Planning Promotion Trust, Freedom Foundation, others	E-learning, leadership and training
Paharpur Business Center and Software Technology Incubator Park	Awareness, prevention	Workplace committee, workplace sub committee on HIV/AIDS policy	Delhi and surrounding area	Employees and their families, clients, vendors, local communities	CII, Delhi State Aids Control Society (DSACS), All India Institute of Medical Sciences	Leadership, reach to young people and mobile groups

Company	Intervention areas	Responsible unit	Location of interventions	Beneficiaries	Partners	Use of core competencies
Satyam Computers Services Ltd.	Awareness and prevention, counseling, care and support, advocacy	Satyam Foundation, Magnificent-Seven Teams, Red Ribbon Clubs	Andhra Pradesh, Tamil Nadu, Maharashtra, Karnataka, Orissa	Employees, vendors, students, underserved communities, PLHA, orphans, vulnerable children	Industry associations, ¹ PLHA networks, State Aids Control Societies, NGOs, companies, educational institutions such as colleges, others	Leadership, innovation, e-learning and training, reach to young people
Scope International Pvt. Ltd.	Workplace policy, awareness and prevention, advocacy, fund raising	HIV Champions, employees	Tamil Nadu	Employees, communities in rural and peri-urban areas, affected children, educated persons, business associates	PLHA networks, NGOs, educational institutions, companies, others	Leadership, e-learning
Tata Consultancy Services	Awareness and prevention, advocacy	Peer educators	Maharashtra, corporate offices across India	Employees, communities where the company works, rural villages, students	Industry associations, Modicare Foundation, Wockhardt Foundation, PSI, NGOs, educational institutions, companies, others	Leadership, reach to young people
ZMQ Software Systems	Awareness, education, care and support	Employees	India, Africa	Mobile telephone users, students, companies, youth, PLHA	Training institutes, AIDS control societies, donors such as UNAIDS and DFID, companies, universities, mobile operators, NGOs, others	Mobile games, e-learning, IT-based learning, reach to young people

¹ Industry associations including CII, ASSOCHAM, NASSCOM and the Software Exporters' Association.

Table 2: Use of IT in addressing HIV/AIDS and Monitoring and Evaluation (M&E)

Name of company	Use of IT in addressing HIV/AIDS	Use of IT in M&E
<p>Paharpur Business Center and Software Technology Incubator Park</p>	<p>TFT monitors placed at all prominent locations for presentations, creating HIV/AIDS awareness within the business center, ensuring communication with important stakeholders, namely employees, customers, visitors, suppliers and others</p>	<p>During the training program organized by CII and DSACS at PBC-STIP, an HIV infected person spoke about his life before and after becoming infected. The program the raised the awareness level of employees who all shook hands with the infected person and had lunch with him. The program convinced all employees that HIV is not contagious. Training and quiz programs are used to measure awareness levels.</p> <p>After implementation of awareness programs, employees openly discuss HIV/AIDS and have begun creating awareness among their families, friends and relatives. An interview with a supervisor by a CII representative brought out the detailed method of communication to family and friends.</p>
<p>ZMQ Software Systems</p>	<p>Among the successful methods are mobile phone games. Mobiles are the universally most popular tools with common people. This is the device of the future, whether for communication, education, gaming or information. The device is now used for several needs, by children and adults, from rural or urban areas, and even sex workers. An effective way of spreading messages and creating awareness is the "Play and Learn" method which makes learning both exciting and engaging and helps enhance and retain knowledge. On World AIDS Day, under the banner "Freedom HIV/AIDS", the company released four mobile games on HIV/AIDS awareness to reach millions of mobile users. This initiative, supported by DSACS, was launched by the Chief Minister of Delhi, Shrimati Sheila Dikshit. In the first phase, ZMQ released the games on Reliance Infocomm, one of India's largest mobile operators, reaching over nine million handsets. Later, the games were made available on other mobile operators' systems, reaching 30 million handsets. In of 15 months, the download has reached 10.3 million game sessions. As part of CSR, ZMQ has provides the games free for download.</p>	<p>The company has developed M&E tools with indicators, jointly with Global Business Coalition (GBC) on HIV/AIDS and GTZ. It has also developed an M&E e-learning course and the M&E indicator tool.</p> <p>M&E course: This is the first interactive course with comprehensive standards to assess the efficacy of corporate HIV/AIDS programs in the workplace. Other companies that participated were GlaxoSmithKline, French Business Foundation and Deloitte Consulting. Companies have identified M&E for greater business-focused knowledge, skills and resources to improve program development. This evolving tool is available in English and French and is distributed to companies implementing AIDS programs in developing countries. Launched on December 1, 2006, it provides the background and technical tools to: (i) measure workplace policy and program impact; (ii) assess the quality of care for company employees; and (iii) benchmark programs against industry best practices.</p>

Name of company	Use of IT in addressing HIV/AIDS	Use of IT in M&E
	<p>Learning from its experience in India, ZMQ plans to take mobile games to other parts of the world specially the most affected, in Africa and South East Asia, in the local language. On World AIDS Day, December 1, 2006, "Freedom HIV/AIDS" celebrated its first anniversary in the fight against HIV/AIDS using mobile phone games and added a new chapter, namely "Africa Reach Program" with Hivos, a leading Dutch development organization, and KPN, the largest Dutch telecom company, under the "Star Program". This covers Uganda, Tanzania and Kenya in Eastern Africa, and Malawi, Mozambique and Namibia in Southern Africa, being regions of high HIV/AIDS prevalence. For the program, ZMQ developed two mobile games, namely AIDS Fighter Pilot and AIDS Penalty Shoot Out. Besides English, the games have been developed in local languages, namely, Kiswahili and Shen.</p>	<p>M&E Indicator Tool: Launched on December 1, 2008, this is the second version of the interactive course with two basic functions, namely learning and performing. It enables users to "learn" and "perform" their own M&E. Users wanting to "learn" follow each module to understand how to: (i) develop an HIV workplace program; (ii) include M&E, benchmarking and reporting data; (iii) use case studies on developing key indicators and other resources; and (iv) access key indicators developed in the practical section to apply to their own WPP. Users who want to "perform" can enter indicators for their companies in the system and develop graphs and charts. In addition, apart from HIV/AIDS, indicators for tuberculosis and malaria are being included.</p>
Tata Consultancy Services	<p>A Computer Based Training (CBT) module on basic HIV/AIDS awareness has been developed. This is available on the TCS intranet; accessible by all TCS associates globally.</p>	<p>Sessions conducted by peer educators are preceded by a pre- test questionnaire and followed by a post- test assessment of the immediate change in knowledge and attitudes. Other qualitative indicators such as content of competition entries, feedback on activities and responses in sessions are given due importance in evaluating the effectiveness of the program.</p>
Scope International Pvt.Ltd	<p>The company has mandatory e-learning modules for staff of which one is on HIV/AIDS. The module, though short, tests the knowledge of staff about HIV/AIDS following a 45-minute awareness session during induction. Another module, consisting of s an exhaustive program followed by an assessment test, is open to external audiences and is placed on the Standard Chartered Bank web site.</p>	<p>M&E techniques are used by partner NGOs, who provide an overall impact and feedback report.</p>

Introduction

As a percentage of India's large population, the prevalence of HIV at the national level is low at less than one percent. However, it poses a major challenge to health and socioeconomic development in the country and the South Asia Region. An estimated 2.5 million adults aged between 15-49 years live with HIV in India. This accounts for about a quarter of the estimated nine million HIV positive people in Asia. India's epidemic is also spread across states and districts, though largely concentrated in the four southern states of Andhra Pradesh, Karnataka, Maharashtra and Tamil Nadu. Concentrated occurrence is also reported in parts of some northern states such as Bihar, Orissa, Rajasthan and West Bengal.^{2,3}

While India is one of the world's largest developing economies, with an average annual gross domestic product (GDP) growth rate of over seven percent since 1994, the impact of HIV/AIDS on the development gains could be substantial. ⁴India is experiencing a rapid pace of economic, social and demographic transformation. More than ever before, young women and men are joining the workforce, disposable incomes are rising, mobility is increasing and traditional social pressures are diminishing. India has also become a global focal point for private sector growth and development.

In the face of such changes, there is increasing concern about the spread of HIV/AIDS, and young people, who are the next generation of social and economic leaders, may be among the most affected. In India, young people in the age-group of 15-29 years account for approximately 25 percent of the population. In this context, the National AIDS Control Organization (NACO) has estimated that young people account for approximately 31 percent of persons living with HIV. ⁵There is a growing understanding across India that the response to HIV/AIDS needs to be scaled up among all sectors to curb the epidemic.

Role of the business sector

The role of businesses as agents of change in addressing development challenges has been expanding in India and across the world. The business sector thus has an increasing responsibility to implement sustainable responses that would address challenges posed by the Millennium Development Goals (MDGs).

In this context, combating HIV/AIDS is one of the most important development challenges facing India and the world today. Businesses see HIV/AIDS prevention as a critical component of CSR in India, with the need to address health and social issues of their workforce and surrounding communities, especially those most affected. The business sector can thus benefit by setting up HIV/AIDS programs in the following manner:

- **Goodwill and stronger working relations with stakeholders and communities.** Companies that launch HIV/AIDS programs can benefit from improved public image and relationships with the government, civil society, labor organizations, as well as other business organizations.
- **Productivity, health and vitality of the workforce.** Protecting the health and well-being of employees through education and awareness can contribute to increases in productivity, and reduction in hours lost due to absenteeism, disruption in work and ill health. This is particularly important for young workers who may be vulnerable to HIV exposure and face diverse social risks.

² UNAIDS Regional Support Team for Asia and the Pacific (2008), "Redefining AIDS in Asia: Crafting an Effective Response, Report of the Commission on AIDS in Asia," http://www.data.unaids.org/pub/Report/2008/20080326_report_commission_aids_en.pdf (published by Oxford University Press).

³ UNAIDS/WHO (2007), "AIDS Epidemic Update, December 2007."

⁴ US Central Intelligence Agency, "India: Economy Overview," in the World Fact Book, <http://www.cia.gov/library/publications/the-world-fact-book/geos/in.html#Econ>.

⁵ NACO, "Youth," www.nacoonline.org/Quick_Links/Youth/.

- **Opportunities for inclusive and sustainable business development.** Community interventions that reach clients, customers and other partners can help maintain healthy markets. Companies have in particular found that working inclusively on health and development issues can open new markets that benefit disadvantaged and poor communities.^{6,7}

Rationale for focusing on the IT sector

The IT sector is at the forefront of the country's economic boom. It has continued to grow robustly since 1998, and is today one of the fastest growing sectors in India, contributing approximately six percent of the country's GDP. The aggregate revenue from the sector in 2008 was US\$ 64 billion. This includes revenue from IT services, BPO companies, IT-enabled services, and hardware and software industries. The sector's vertical market exposure also reaches major and emerging sectors, such as banking, financial services, insurance, telecom, manufacturing, retail, media, healthcare, transportation and utilities.

In 2008, the Indian IT sector directly employed more than two million people, and this number is increasing annually. The sector also indirectly created jobs for approximately 8-9 million people. The workforce in the IT sector is young, in the age-group of 21-45 years, with many in their twenties that include youth from poor families who see an IT sector job as a life-changing opportunity. Besides, approximately 65 percent of the IT companies registered with the National Association of Software and Services Companies (NASSCOM) are based in states that have HIV concentrations. These include small and medium enterprises (SMEs), which account for over 60 percent of IT companies in India, as well as service providers, large and multinational companies.^{8,9}

Despite the unique position of the IT sector in bringing about social and economic change to India and the world, the response of the sector and individual IT companies to HIV/AIDS was slow at the outset. Indian IT companies are only now beginning to realize the extent to which they can contribute to changes in HIV/AIDS prevention and social well-being of their workforce and spheres of influence, including the supply chain and linked communities.

It is therefore desirable that Indian IT companies increase their contribution to addressing HIV/AIDS challenges. Several of those in the forefront have taken action to implement workplace programs for their young employees that address HIV/AIDS prevention and care, issues of stigma and discrimination, together with life skill and social well-being issues. These companies have also started addressing such issues as part of CSR and development programs, besides using their core IT and business competencies to tackle HIV/AIDS challenges.

The increasing mobilization of the IT sector to respond to HIV/AIDS is closely linked with the sector's leadership and growing commitment to sustainable development programs for communities around the world. There is a rising concern that the young IT workforce may present unique health and social vulnerabilities, determined by factors such as migration, life skills for making informed decisions, gender imbalances, and access to large disposable incomes.¹⁰

Background

This report builds on: (i) activities by the World Bank's South Asia Region and WBI, including a publication titled, "Corporate Responses to HIV/AIDS: Case Studies from India," (2007); (ii) corporate sector steps to address HIV/AIDS issues in the supply chain; (iii) regional work on stigma and discrimination; and (iv) the partnership between WBI and CII, launched in 2006, which focuses on "accelerating business responses to HIV/AIDS and stigma in key sectors".

⁶ World Bank (2007), "Corporate Responses to HIV/AIDS, Case Studies from India."

⁷ Based on consultations with IT companies in India between May 2007 and May 2008.

⁸ NASSCOM (2008), "Indian IT-BPO Fact Sheet," <http://www.nasscom.in/Nasscom/templates/NormalPage.aspx?id=53615>

⁹ NASSCOM (2006), "HIV/AIDS Mainstreaming in the IT Industry in India," presentation prepared for WBI.

¹⁰ Global Business Coalition (2006), "Public/Private Partnership Targets Highly-Affected Population—Young Upwardly Mobile Indians," March 20, 2006.

The report has thus concentrated on mobilizing small, medium and large IT companies to increase their contribution to workplace and inclusive development initiatives, thereby reducing the incidence of HIV and the stigma associated with it among young people.

The initiatives that were part of WBI's joint project with CII are as follows:

1. Multi-state video-conference consultation, May 31, 2007: This connected five IT hub cities of India, namely New Delhi, Mumbai, Hyderabad, Chennai and Bangalore and Washington, DC. The consultation reached 100 stakeholders, representing major IT companies, industry associations and civil society organizations and helped strengthen: (i) exchange of experiences between companies; (ii) commitment of IT companies to take action; and (iii) formulation of a common agenda for IT companies to address HIV/AIDS.
2. Consultative meetings with IT-based CSR heads, February 2008: These were undertaken by WBI and CII in February 2008, and included meetings with TCS, Oracle, Satyam Computers Services Ltd., Deloitte, ZMQ Software Systems and NASSCOM. The meetings helped to strengthen existing partnerships, develop recommendations for ongoing project activities, and information about the development of the current report.
3. Workshop on Building Models on Leadership and Innovation in the IT Sector: Piloting Experience on HIV/AIDS, Stigma and Inclusive Development, May 30, 2008: This was organized jointly by CII and WBI, together with IT partners. The participants included approximately 100 senior representatives from IT companies, government agencies and civil society organizations. The agenda included: (i) presentations from IT companies on their experiences in addressing HIV/AIDS, together with those from companies documented in this report; and (ii) working group sessions. During the event, IT companies and other stakeholders put forward practical ways for individual companies and IT networks to scale up the impact of existing HIV/AIDS response models and good practices as part of workplace and CSR programs.

What IT companies can do to address HIV/AIDS

While the response to HIV/AIDS should be tailored to a company's situation and core competencies, all businesses can contribute to the overall response to the epidemic. The WBI's initiatives with IT companies, business leaders, and key stakeholders from the government and civil society in India have generated the following framework for action:

- Sensitizing the senior leadership on the importance of the issue and formulating an HIV/AIDS prevention policy;
- Generating awareness on HIV/AIDS and stigma-related issues among IT workers and communities;
- Conducting peer learning on HIV prevention and skill developing to overcome misconceptions and negative mindsets about HIV/AIDS among IT employees;
- Involving persons living with HIV in the IT workplace;
- Developing outreach activities for young people and disadvantaged groups;
- Providing access to information on treatment, care and support services;
- Conducting studies to increase understanding of HIV and stigma issues;
- Serving as public role models;
- Utilizing core IT and content development competencies for awareness, education, skill building, leadership building and behavioral change communication, especially for young people and disadvantaged communities;
- Identifying new entry points for addressing HIV/AIDS issues, such as health, community initiatives and social responsibility programs run by IT companies;
- Expanding employee mentorship and volunteer programs on HIV/AIDS; and
- Exchanging good practices on responses to HIV/AIDS among companies.

Companies can implement these and other activities for their workers, business networks and communities by forming partnerships with civil society, the government and other business organizations to effectively support national and sub-national efforts.¹¹

Advantages that the IT sector can bring to HIV/AIDS response efforts

As a leader in India's growth and innovation, the IT sector and individual IT companies in particular have considerable potential to form effective partnerships that address HIV/AIDS and respond inclusively to other MDG challenges. The important strengths that the sector can bring to the fight against AIDS include:

- **Networks and reach with young people.** The IT companies have large networks across India and also globally that reach many young people. These networks can be used for HIV/AIDS prevention among employees, clients and customers in rural and urban communities.
- **Access to affected communities.** Many IT companies have operations in the most heavily impacted states of India. Working with these communities can enable a company to form partnerships for targeted HIV/AIDS interventions.
- **Leadership.** The IT leaders and employees are uniquely positioned to demonstrate public leadership, mentoring and influence in HIV/AIDS prevention and related issues at the local, national and global levels.
- **Special skills, resources and expertise.** The IT companies can use their skills and expertise to add value to HIV/AIDS prevention, education and management.
- **Collective action.** The IT companies and other businesses can partner other organizations to collectively address HIV/AIDS issues.
- **Resource access.** Many companies have the financial, infrastructure and human resources to carry out HIV/AIDS prevention activities. Several have established foundations or CSR programs targeted at addressing MDG issues including HIV/AIDS.¹²

Case studies

The case studies in this report present success stories, challenges and good practice experiences of IT companies addressing HIV/AIDS in India. These include:

- Background and process of the HIV/AIDS programs;
- Initiation activities that helped develop the response to HIV/AIDS ;
- HIV/AIDS prevention activities implemented in the workplace, and through outreach to communities;
- Manner in which partnerships are formed with other stakeholders to address stigma reduction, youth outreach, use of core competencies and funding of activities; and
- Future steps to scale-up or build on HIV/AIDS prevention successes.

The companies profiled include not only Indian SMEs, but also multinationals in India's IT sector, reflecting the diverse composition of the sector. The companies were selected through: (i) a review of the companies' experience with HIV/AIDS prevention; (ii) meetings with IT companies and other stakeholders in India; and (iii) the creation of a database of IT companies across India working on HIV/AIDS. Fifteen IT companies, with a record of pioneering work in HIV/AIDS and related stigma, were shortlisted. Of these, eight companies were selected for inclusion in this report. These companies' experiences have not been promoted for their comprehensive approach to HIV/AIDS, but for their use of different approaches to addressing HIV/AIDS challenges. It is hoped that the learning from these achievements will foster a more active response to HIV/AIDS from India's IT community and encourage new partnerships to leverage the goodwill and competencies of this sector.

¹¹ Based on a consultation with IT companies in five Indian cities on May 31, 2007 and recommendations from the workshop in Hyderabad on May 30, 2008 on "Building Models on Leadership and Innovation in the IT Sector: Piloting Experience on HIV/AIDS, Stigma and Inclusive Development."

¹² Based on a consultation with IT companies in five Indian cities on May 31, 2007 and recommendations from the workshop in Hyderabad on May 30, 2008 on "Building Models on Leadership and Innovation in the IT Sector: Piloting Experience on HIV/AIDS, Stigma and Inclusive Development."

Each case study has been developed in close collaboration with the companies concerned and local partners. Initial information gathering was done through a questionnaire on HIV/AIDS; the stigma attached, and related CSR experiences of the companies. Their senior representatives responsible for HIV/AIDS programs were then interviewed and the outputs used to write the case studies.

The companies covered by the case studies are:

1. AppLabs
2. Intel Technologies
3. MphasiS Ltd.
4. Paharpur Business Center and Software Technology Incubator Park
5. Satyam Computers Services Ltd.
6. Scope International Pvt. Ltd.
7. Tata Consultancy Services
8. ZMQ Software Systems

Case study: AppLabs

Background

AppLabs is the world's largest software testing, quality management and certification solutions company. Incorporated in 2001, it has today become a trusted partner to more than 600 companies, providing both quality assurance and third-party validation. In 2007-08, the company's revenue was approximately US\$ 80 million. AppLabs has a presence in the United Kingdom, Scotland, Ireland, the United States, and in India where it is based in Hyderabad with a large workforce of 1,600 including many young employees, averaging 28 years in age.

Through AppLabs' employees and the AppLabs Charitable Trust (ACT) which is its CSR arm, the company has made a visible impact on the social causes it supports. Led by the vision of the company's chairman and founder, ACT began with a special focus on education and healthcare for underserved communities. An ACT chapter is present in every country where AppLabs has a significant presence.

Business case

In 2006, AppLabs first rolled out its CSR program on HIV/AIDS in India, the United Kingdom and the United States. The program is now a core component of the company's overall CSR agenda.

The company found it important to develop a progressive and well-informed workforce that was aware of the issues related to the HIV/AIDS epidemic and did not discriminate against infected persons. It also saw an urgent need to support other communities affected by the epidemic, and to build on its successful CSR strategies, including the involvement of workers at all levels in implementation.

HIV/AIDS program description

The company's HIV/AIDS program, led by ACT, focuses on raising awareness in the workplace, support for PLHA, and involving surrounding communities and AppLabs employees in educational campaigns and volunteering initiatives.

Initiation

AppLabs' CSR initiatives are guided by a global corporate policy and guidelines, which prioritize healthcare, including the HIV/AIDS program and education. Before initiating the HIV/AIDS program, an internal assessment carried out by the ACT headquarters found unanimous employee support and a strong need to address HIV/AIDS inclusively as part of the company's CSR policy.

The local ACT chapters serve as focal points for the company's CSR and HIV/AIDS programs. Chapter staff design and develop the programs that they would like to implement, and the ACT leadership teams plan, mobilize volunteers, develop partnerships with local NGOs and implement the activities and services. The objectives of ACT are reviewed every quarter by a team of employees with rotating membership, which forms the decision making committee. ACT's India headquarters in Hyderabad serves as an overall coordinator for the CSR and HIV/AIDS programs.

The implementation of AppLabs' CSR and HIV/AIDS programs is driven largely by company employees volunteering their time and skills for ACT initiatives. This implementation model has become an excellent "employee engagement" exercise where employees come together voluntarily to plan projects every month and work with synergy in teams to implement the projects. The model has also helped employees to identify more deeply with the company's values and has resulted in internal bonding and team building. Currently, ACT has over 300 registered volunteers working on education and healthcare initiatives worldwide, in which the HIV/AIDS component is an important part.

Workplace activities

In order to increase awareness and education and the importance of fighting HIV/AIDS, AppLabs in India reaches out to its employees globally through initiatives in the workplace, including poster campaigns, articles in the monthly employee newsletter and news alerts every fortnight or month. The awareness campaigns address specific HIV/AIDS issues, complemented by a monthly group discussion.

Outreach activities

AppLabs extends its HIV/AIDS workplace program to communities in India through support to PLHA, employee volunteerism and media based leadership activities that include:

- **Partnership with Rakshana Deepam:** AppLabs in India has established a partnership program with Rakshana Deepam on the outskirts of Hyderabad. The organization provides housing for over 40 men, women and children living with HIV/AIDS. Through this partnership, ACT supplies books, medicine, clothes, shoes and toys to the residents every quarter. ACT also arranges a quarterly exchange for the residents with AppLabs employees in India. This includes a movie day, assistance with daily tasks and a youth program which brings youth from Rakshana Deepam projects to AppLabs facilities in Hyderabad for training in basic computer skills by software engineers who act as mentors.
- **Partnership with Nirmal Hriday:** AppLabs in India has also partnered Nirmal Hriday, an NGO run by the Mother Teresa Charitable Trust. Nirmal Hriday's program supports homes for the elderly in Andhra Pradesh and Orissa, and provides shelter for more than 300 impoverished persons who need medical care, treatment and support for HIV/AIDS related illnesses and tuberculosis. AppLabs' support is rendered through quarterly donations of life-saving medicines and other essential material mobilized by ACT chapters. Besides, AppLabs staff volunteer time on a quarterly basis to assist PLHA.
- **Leadership through the media:** The company demonstrates community leadership by interacting with the national and international media to highlight key issues related to fighting the HIV/AIDS epidemic, and to communicate practical steps that other companies and NGOs could take to form partnerships to curb HIV/AIDS and to improve the lives PLHA.

Success stories

Educational campaigns in urban communities: AppLabs has been successful in reaching out to young people and vulnerable communities by conducting educational campaigns on HIV/AIDS among poor communities in Hyderabad and Secunderabad, focusing on the prevention and control of the disease. Through these campaigns, trained employee volunteers interact closely with PLHA, educate them on healthy living and sanitation practices and interact with them through story-telling, singing sessions, and staging short plays and skits. AppLabs employees regularly meet the community members both within and outside the company. They have also invited them to Aakruthi, an annual corporate festival at AppLabs. This outreach program has been successful in providing support for families and individuals affected by HIV/AIDS.

Partnerships

AppLabs collaborates with local NGOs and networks working with PLHA, and donates medicine, clothes, human expertise and other resources to these organizations. Employees from the company regularly volunteer their time for these organizations and interact with PLHA.

Stigma reduction

A major objective of AppLabs' HIV/AIDS programs in India is to reduce stigma and discrimination both in the workplace and surrounding communities. This is tackled through employee-oriented volunteering initiatives that raise community awareness and first-hand understanding of HIV/AIDS issues. These initiatives also actively engage employees in friendships and life support activities that can help improve the lives of affected individuals and families.

Youth outreach

The company has been successful in reaching out to young people through its community education campaigns focusing on HIV/AIDS, and support for affected youth. AppLabs' young employees have developed strong peer-to-peer connections with youth in the community.

Core competencies

In implementing the HIV/AIDS program, AppLabs leverages its IT networks and infrastructure for awareness generation. Video-conferencing is frequently used to conduct education campaigns in poor urban communities. The creative team at AppLabs is also directly involved in the design of resources and materials such as posters and local language audiovisual learning kits that use film and folk songs. Most importantly, the company's HIV/AIDS program hinges upon the support, skills and expertise of its employee volunteers, whose personal and professional strengths enable the initiatives to succeed.

Challenges

Gaining the confidence of PLHA and community members was an important initial challenge that AppLabs faced in India. For example, although the employees had the advantage of speaking the local language and understanding the local culture, the first education campaigns among poor urban communities in Hyderabad and Secunderabad met with local reluctance to interact. Regular visits and close follow up with the communities was needed to gain their confidence. Only then did the local community members start opening up, discussing, and engaging in the program activities.

Funding

ACT has worked out a payroll giving program for AppLabs wherein a small monthly amount is automatically deducted from the salaries of employees who wish to participate in the program. The company then contributes a matching grant, demonstrating its commitment. ACT utilizes the funds generated through this program for its CSR and HIV/AIDS initiatives.

The future

India is considered to be a "next wave" country and stands at a critical point vis-à-vis the spread of the HIV/AIDS epidemic. Large-scale prevention and other interventions today could help to contain a more serious epidemic in the future. As the second most populous nation in the world, even a small increase in India's prevalence rate would represent a significant component of the world's HIV/AIDS burden.

As ACT grows in India, AppLabs plans to engage in more community partnerships in India and globally that can facilitate gains in HIV/AIDS prevention. The company is in particular looking at improvements in the lives of individuals and families living with HIV/AIDS, especially in disadvantaged communities that are the most impacted.

"With a strong focus on health issues, the AppLabs Charitable Trust (ACT) is happy to work with organizations whose efforts are aimed at the betterment of HIV/AIDS patients and who need our support. We have tremendous support from our ACT volunteers who are very forthcoming when it comes to interacting with HIV/AIDS patients and hence in making a difference in their lives."

Reema Sarin, AVP, Marketing and Corporate Communications, AppLabs

Case study: Intel Technologies

Background

Intel Technologies is a global leader in silicon innovation and a good corporate citizen. The company pushes the boundaries of innovation to make the lives of individuals and communities more exciting, fulfilling and manageable. Its philosophy is to always look towards the next leap ahead in technology, education, culture, manufacturing, and social responsibility. Intel Technologies believes in delivering better solutions with greater benefits for everyone, by putting brilliant minds together and giving them the tools to succeed.

Set up at Bangalore in 1998, the company's Development Center is its largest non-manufacturing site outside the United States. Intel Technologies' Sales and Marketing Organization in India opened in 1988. Its design teams contribute significantly to the company's global product development. The company has nearly 2,400 employees in India, mostly skilled technology workers.

The company follows "best people" practices to offer its employees meaningful "Work Life Effectiveness" and a challenging work environment. It has been ranked among the top 25 workplaces in India by the "Great Place to Work" list released on May 19, 2008 by the Great Place to Work Institute, India in collaboration with the Economic Times.¹³ The company also won the CSR award in the same survey for the way in which it has institutionalized CSR among its employees. The global revenue of Intel Corporation worldwide in 2007 was over US\$ 38 billion.

Business case

The prevention of HIV/AIDS is a core element of Intel Technologies' CSR programs and its commitment to the communities where it works. Positively impacting the community and its people through a wide spectrum of corporate citizenship programs, the company focuses inclusively on environmental conservation, HIV/AIDS, empowerment of the differently abled and on bringing the benefits of technology to the most underserved and marginalized sections of society. The company realizes that HIV/AIDS is a global crisis constituting a formidable challenge to development and social progress and that an effective response to the epidemic requires a concerted effort from the government, civil society and the corporate sector.

As a responsible corporate, Intel Technologies has made efforts to meet this MDG challenge within its spheres of influence. In Karnataka, where the company is based, it sees a need to increase awareness and education concerning HIV/AIDS since Karnataka is one of the six high prevalence states in India, as identified by NACO.¹⁴ The company also recognizes that young people in the community are among the most vulnerable.

HIV/AIDS program description

The HIV/AIDS program of Intel Technologies in India focuses on raising awareness, building knowledge and tackling stigma among its employees as well as reaching out to high prevalence areas and vulnerable target groups in the community. This is done through education and awareness campaigns, volunteerism and partnerships with NGOs, voluntary counseling and testing agencies.

Initiation

Intel Technologies' initiatives on HIV/AIDS in India were launched through annual awareness and education campaigns both at the workplace and in surrounding communities. Since then, addressing HIV/AIDS concerns has become institutionalized within the company. Employee volunteerism also

¹³ *Great Place to Work*, <http://www.greatplacetowork.in/best/list-in-special-categories-2008.php> for details.

¹⁴ NACO, "Prioritization of Districts for Program Implementation," <http://www.nacoonline.org/upload/NACO%20PDF/District%20Categorization%20for%20Priority%20Attention.pdf>.

forms a cornerstone of its CSR and workplace philosophy. Every year, approximately 80 percent of its employees volunteer their time to address HIV/AIDS concerns as well as other MDG issues in the community and with local schools and NGOs.

The company's policy framework guides its CSR and HIV/AIDS initiatives. Under its workplace policy, the company strives to ensure that employees affected by or living with HIV/AIDS have the same working conditions and performance requirements as other employees and continue to work as long as they are able. HIV/AIDS prevention planning is led by the company's senior management, through the year, and is based on local needs and the human and other resources available.

The organization and implementation of Intel Technologies' HIV/AIDS program is led jointly by the CSR and Environment, Health and Safety (EHS) functions in the company which work together seamlessly. The CSR function coordinates the employee volunteering program and community outreach activities while the EHS function coordinates the workplace initiatives such as access to HIV counseling and testing services.

Workplace activities

The workplace awareness and education campaign at Intel Technologies sites, mainly Bangalore, uses a number of complementary activities to raise employee awareness and knowledge about HIV/AIDS, including: (i) annual training sessions led by local occupational health nurses; (ii) presentations by local health experts; and (iii) quarterly communication campaigns such as e-mail, posters, quizzes, exhibits, and video presentations. The company also provides information for its employees on access to free, anonymous and voluntary HIV counseling and testing services.

Outreach activities

Intel Technologies' main outreach activities focus on HIV/AIDS education and life skill training for young people in its surrounding communities. Through this program, the company's volunteers contribute to local programs on awareness, education and life skills training for vulnerable young people in the community.

Training of youth peer educators: Youth peer educators are given intensive training for two days on HIV/AIDS and life skill development through a training module titled, "Life is precious". The module is interactive, with a manual and scroll teaching and learning aids for resource poor settings, and a CD for institutions with technological support. Trained peer educators follow a "Cascading Model" in which they first implement peer-to-peer learning sessions with young people in their own institutes, schools or communities. They next enhance their reach to other youth groups in surrounding areas. Typically, the outcomes of this community outreach initiative have included increased awareness levels, decreased tendency towards risky behavior, and an improved ability of the youth to cope with peer pressure.

Success stories

Medical camp outreach: In December 2006, Intel Technologies volunteers worked with the Manipal Hospital in Mandya (Karnataka) to organize a general medical camp, with the following objectives: (i) increasing awareness of the need for HIV prevention; and (ii) HIV counseling, testing and health service availability to people with limited access to medical care. More than 600 villagers were reached through this initiative. The company's volunteers contributed by conducting street plays to build awareness around HIV/AIDS and related health topics. Besides, the hospital's doctors and medical staff were assisted in the provision of free care and treatment to the villagers as well as with voluntary counseling and testing for HIV.

Training-of-trainers program for Intel Technologies volunteers: In partnership with Bangalore Medical Services Trust (BMST), the company organized a training-of-trainers program in peer education for employee volunteers at its headquarters in Bangalore. The volunteers then designed an action plan to reach out to youth, students, neighboring communities and women's self-help groups.

Partnerships

Intel Technologies' HIV/AIDS activities are implemented annually in consultation with NGOs in the community and partner hospitals, including BMST and Manipal Hospital. This implementation model is an important mechanism for the company to apply existing knowledge and expertise, meet the needs of communities, and to reach vulnerable groups to prevent the spread of HIV.

Stigma reduction

Stigma and discrimination are addressed by the company through: (i) its workplace policy; (ii) awareness and education activities in the workplace; and (iii) direct engagement of employees to deliver HIV/AIDS program activities in the community, partnering vulnerable and risk prone groups.

Youth outreach

Intel Technologies focuses its outreach for HIV/AIDS prevention on young people and vulnerable groups in its surrounding communities. The company believes in the importance of youth for economic and social development. Hence, its programs assist the youth to develop not only awareness and knowledge concerning HIV/AIDS, but to make good life decisions in the face of risk and vulnerability.

Core competencies

Volunteering is inherent in the company's culture. The skills and dedication of its employee volunteers are core resources. Volunteers bring about positive outcomes and change among the youth and communities vulnerable to HIV/AIDS.

Challenges

The company is committed to tackling HIV/AIDS in its spheres of influence. However, as its employee volunteers do not have specific technical competencies on HIV/AIDS, the company has sought to augment its efforts by partnering with NGOs that have domain expertise.

Funding

To institutionalize its work on HIV/AIDS and ensure sustainability, the company has included HIV/AIDS as one of the key issues supported under its "Involved Matching Grant Program". Through this program, 80 percent of its volunteers' time is allocated to selected issues in the community. Each volunteered hour is matched with a grant of US\$ 4.00 donated by Intel Foundation to the partner NGO. This is an important source of funding to local partner organizations in: (i) implementing HIV/AIDS outreach activities; (ii) sustaining the programs; and (iii) deepening their impact on the community.

The future

The company endeavors to expand its outreach to an increasing number of people in its sphere of influence, with a special focus on youth. It intends building on the peer educator model to reach out to 10,000 youth in 2008. The resources to sustain HIV/AIDS programs will continue to be generated within the company through the "Involved Matching Grant Program", making the entire effort scalable and sustainable.

"Intel recognizes that HIV/AIDS is a global crisis and constitutes one of the most formidable challenges to development and social progress. This requires a concerted effort from the government, civil society and the corporate sector to create a positive impact. In India, Intel has developed several HIV/AIDS awareness campaigns through partnerships with NGOs, voluntary counseling and testing agencies, and have contributed volunteer hours and resources to programs focused on raising awareness levels about HIV/AIDS with our employees and the communities in which we live and work."

Rahul Bedi, Director, Corporate Affairs, Intel South Asia

Case study: MphasiS Ltd.

Background

MphasiS Ltd. operates as an independent electronic data systems company. Based in Bangalore, the company is a leader in applications, business process and infrastructure outsourcing services. It has more than 27,000 employees in India who serve over 200 global clients in a range of industries, including financial services, transportation, technology, manufacturing and healthcare. MphasiS Ltd. is particularly strong in the banking sector, serving the world's leading retail banks. The turnover of the company was US\$ 416 million dollars in 2006-07.

Established in 1995, MphasiS Ltd. is present in nine locations in India, namely Bangalore, Mangalore, Chennai, Pondicherry, Mumbai, Pune, Ahmedabad, NOIDA, and Indore and in 10 overseas locations. The company's employees are between 18-40 years of age, and represent a diverse socioeconomic background. Most of those in the company's international and domestic outsourcing centers are young people from urban centers, with varying educational qualifications, ranging from secondary school to postgraduate and other professional degrees.

Business case

Prevention of HIV/AIDS is part of the company's CSR initiatives. The management of MphasiS Ltd., imbued with a commitment to CSR, felt it is a business imperative to embark on HIV prevention among its employees and the BPO community, especially as it has a young workforce that could be vulnerable to HIV/AIDS.

While the company's HIV/AIDS program started only in 2007, in this short period the management has observed appreciable changes in its BPO employees, including: (i) heightened awareness about HIV/AIDS; (ii) increased willingness to openly discuss these issues in the workplace, and with friends and family; and (iii) responsible use of condom vending machines. These outcomes have further reinforced the company's commitment to address HIV/AIDS issues in the BPO workforce.

HIV/AIDS program description

The company's HIV/AIDS program has focused on prevention, education and condom distribution among BPO employees across Bangalore and in selected areas of Pune.

Initiation

The company's HIV/AIDS initiatives began in May 2007 after NASSCOM called upon the IT industry in India to initiate responses to HIV/AIDS.

The first package of activities was launched through a cascading master trainer and peer educator campaign to increase awareness and knowledge and initiate behavioral change concerning HIV/AIDS in the BPO community in Bangalore. The campaign was part of the company's preparation for World AIDS Day in 2007. The first campaign consisted of the following steps:

- A small group of company employees were trained as master trainers;
- Master trainers trained peer educators throughout the BPO community in Bangalore; and
- Peer educators imparted education on HIV prevention to all its 3,000 BPO employees in Bangalore.

Workplace activities

- **Education and Prevention**
- Peer education is an ongoing activity in the company's workplaces, reaching employees in Bangalore and Pune. Peer learning sessions are organized by the company's peer educators and session modules are delivered over three-month intervals.

- The peer education modules on HIV/AIDS education are used by peer educators to train new employees over three months as part of the company's induction process.
- The company is currently introducing an e-learning module to provide extended learning on HIV/AIDS to its employees.

- **Condom Vending Machines**

These have been installed in the company's Pune and Bangalore offices as part of a comprehensive HIV prevention approach.

Outreach activities

Second campaign

A second HIV prevention campaign is being conducted in the BPO community in Pune. Employees will be guided through a combination of HIV/AIDS training during induction, peer learning sessions and e-learning, building on the company's successful experiences in Bangalore. This campaign is under development for World AIDS Day 2008.

Employee volunteering

The employees of MphasiS Ltd. regularly volunteer to assist with community programs at the Freedom Foundation, an organization that works among children living with HIV/AIDS. The employees conduct learning sessions, such as pottery workshops with children, and support the Foundation's Red Ribbon campaign on World AIDS Day.

Success stories

Peer education campaign

The company launched its first campaign during September-October 2007. It covered the entire BPO facility in Bangalore, reaching out to more than 3,000 employees.

Master trainers

The company has trained 34 employees as master trainers in Bangalore who are now core resource persons for training peer educators in its locations and for the delivery and scaling up of its HIV/AIDS program.

Partnerships

MphasiS Ltd. partners with NGOs and organizations in the community to ensure effective implementation. These include:

- Population Services International (PSI), which has assisted the company in training its 34 master trainers in Bangalore and in developing the structure of its peer education program; and
- Hindustan Latex Family Planning Promotion Trust, which helped install condom vending machines in the company's Pune and Bangalore offices.

Stigma reduction

MphasiS Ltd. strictly adheres to a policy of non-discrimination in the workplace. It is an equal opportunity employer and does not discriminate against any individual on account of sex, age, gender, disability or HIV/AIDS. In order to maintain dignity and respect for PLHA, the company practices a non-disclosure policy wherein employees can choose to maintain confidentiality about their HIV status.

Youth outreach

MphasiS Ltd. considers it a business imperative to work towards awareness creation and HIV prevention among young professionals in the BPO workforce.

Core competencies

MphasiS Ltd. has developed a network of employee trainers and employee-run training programs to reach out to a large number of young BPO employees on awareness, prevention education and condom distribution. To communicate and implement these activities, the company uses the core competence of its staff and in-house leaders as well as IT for delivery of HIV/AIDS e-learning.

Challenges

A number of challenges have arisen for the company in developing its HIV/AIDS program. These are:

- The company's large geographical structure makes it difficult to effectively implement education and outreach. To address this challenge, the company is complementing education with e-learning modules to facilitate expanded outreach.
- Office locations often need to share master trainer resources.
- Employee attrition requires that peer education is continual and that peer learning modules are integrated with the employment induction process.

Funding

All projects at MphasiS Ltd. have been supported directly by the company and its employees.

The future

MphasiS Ltd. aims to scale up its HIV/AIDS education activities to reach all its 27, 000 employees across all locations. Between 2008 and 2009, the company also plans to install condom vending machines in all its offices.

"Over the last one year, MphasiS Ltd. employees have contributed volunteer hours and resources to support people/children living with HIV/AIDS and also raise awareness through partnership with NGOs. MphasiS Ltd. is an EDS company and recognizes that awareness generation among our employees to prevent HIV/AIDS, de-stigmatize the epidemic, promote methods to practice safe sex and eventually a policy of non-discrimination are the key areas of workplace intervention. Through our awareness generation program, we are committed to making a positive difference to the community we are living in."

Meenu Bhambhani, Manager, Community Initiative, MphasiS Ltd.

Case study: Paharpur Business Center and Software Technology Incubator Park

Background

The Paharpur Business Center and Software Technology Incubator Park is situated in a commercial district of Delhi. Established in 1990, the company provides furnished office space on a “plug and play” basis in a “mountain fresh” ambience with latest technology to help companies’ kick-start their businesses. The company is also a key partner for corporate sustainability initiatives and for those planning to set up operations in India, offering a suite of 28 support services.

The company believes in the triple bottom line method of evaluating performance and delivery and in responsible business practices as its mainstay. Internationally certified for its business center and software technology park, the company is a signatory to the UN Global Compact and publishes its corporate sustainability reports each year, conforming to the guidelines of the Global Reporting Initiative and AA 1000, the standards of the Institute for Social and Ethical Accountability.

The company has more than 500 employees, with an average age of 32 years and minimum education up to secondary school. Its employees include approximately 210 executives and 300 crew in the housekeeping and food and beverage functions. The annual turnover of PBC-STIP for 2007-08 was US\$ 4.75 million.

Business case

The company sees HIV/AIDS as a business priority, central to its CSR initiatives. It recognizes that the epidemic can destabilize markets and societies, undermine its investments, and threaten the health of its workforce. It believes that the impact of HIV/AIDS, stigma and discrimination can add to costly disruptions in work performance and production. The company’s main goal is to prevent HIV/AIDS from impacting its young, active and often mobile employees in their prime working years between 20-45 years.

HIV/AIDS program description

The company addresses HIV/AIDS issues pro-actively through a workplace policy, awareness raising and prevention education, while emphasizing nondiscrimination and effectively communicating information on HIV prevention, testing, treatment and care.

Initiation

The company started its HIV/AIDS program in 2004 with the full support of its top management. Its HIV/AIDS prevention activities focus on workplace and outreach education which is coordinated by a workplace committee, headed by a general manager. A special workplace sub-committee has been set up to oversee the communication, dissemination, review, monitoring and implementation of the HIV/AIDS policy.

The company’s workplace policy was the starting point for its HIV/AIDS program. The policy provides the action framework for reduction and management of the impact of HIV/AIDS on the company. The policy outlines how the company addresses HIV/AIDS, what the program entails, how it is administered, and the rights of team members and employees living with the virus. Besides, the company has integrated its response to HIV/AIDS with its CSR initiatives on which it provides annual feedback in accordance with Global Reporting Initiative guidelines, as part of sustainability reporting.

Workplace activities

The company conducted its first “Train the Trainers” program on HIV/AIDS in October 2007 wherein all employees were trained as educators on HIV/AIDS issues. This covered HIV prevention, condom use, HIV testing and counseling and HIV/AIDS care, treatment and support. The program targeted the prevention of HIV among employees, reduction of stigma and discrimination towards PLHA, and the involvement of employees at all levels in outreach education. The first “Train the Trainers” program established training in HIV/AIDS prevention as a quarterly activity for employees.

Outreach activities

The company has implemented the following HIV/AIDS outreach initiatives to extend awareness to employees’ families, clients, contractors, vendors and the surrounding community:

- Encourage trained employees, at all levels, to conduct outreach education, and raise awareness among their families, friends and communities, using learning modules and education materials;
- Make awareness presentations every month in the company’s business centers;
- Send e-mail awareness messages;
- Display posters at all prominent locations within the company’s business centers;
- Distribute Red Ribbons to all employees and customers on World AIDS Day; and
- Conduct blood donation camps annually in the business center to create awareness on HIV/AIDS and commemorate World AIDS Day.

Success stories

The company has implemented sessions where PLHA shared their experiences with employees. This had a positive impact, by increasing the employees’ awareness about HIV/AIDS, reducing workplace stigma and discrimination, and by inculcating a willingness to eat alongside PLHA. The company now plans to conduct these sessions annually in coordination with local partners.

Partnerships

The company partners the government, business organizations and NGOs to ensure effective implementation of its initiatives on HIV/AIDS. Its main partners have included CII, DSACS and the All India Institute of Medical Sciences (AIIMS).

Stigma reduction

The company addresses stigma and discrimination through a clearly communicated HIV/AIDS policy in the workplace. This is carried out by training and presentations that are clearly understood by the management and employees and prominently displayed for employees and visitors. Effective communication and dissemination of the policy has specially facilitated: (i) understanding of HIV/AIDS issues; (ii) attention to confusion and fears; and (iii) prevention of disruption, conflict and reduced productivity caused by rumors of infection.

The main components of the company’s HIV/AIDS policy are:

- Recognition of HIV/AIDS as a workplace issue;
- Provision of a safe and healthy environment for employees by developing a non-discriminatory policy and program, including regular prevention education for all team members and their families;
- Confidentiality of HIV status of employees;
- Retention of employees living with HIV/AIDS as long as they are able to work and, if necessary, shifted to other positions commensurate with their health status;
- No discrimination against infected employees for promotion, training and privileges applicable to other employees;

- Non inclusion of HIV/AIDS testing as part of the recruitment process or mandatory health check-ups; and
- Education of employees and encouragement for them to participate in voluntary HIV counseling, testing and seeking advice related to HIV/AIDS.

Youth outreach

The company has focused its HIV/AIDS preventive action on its young workforce. It understands that young people are among those most vulnerable and represent the greatest challenge in the prevention of new infections. Moreover, the company employs migrant workers in the age-group of 20-30 years. The company sees HIV/AIDS prevention as especially important for this age group which may face unique vulnerability and risk.

Core competencies

The main core competency engaged by PBC-STIP is the strong leadership of its senior management in the workplace and in the community. The general manager is actively involved in quarterly implementation of the company's HIV/AIDS prevention activities, and in encouraging young people to tackle, negative impact, including stigma and discrimination.

Challenges

The challenges faced by the company in the early stages of implementing its HIV/AIDS program included:

- HIV/AIDS or sex related issues were taboo, with employees often unwilling to talk openly about them;
- Employees often refused to share food, utensils and rooms with PLHA or suspected to be infected; and
- Awareness and understanding of HIV/AIDS among the company's workforce was very low.

These challenges were countered through the company's training programs with assistance from partners such as CII and the State AIDS Control Society.

Funding

All HIV/AIDS activities implemented by PBC-STIP are directly funded by the company.

The future

The company endeavors to reduce the spread of HIV/AIDS and to help those affected and infected live with dignity, through continuous outreach programs for awareness and sensitization of employees, workplace seminars and training.

"Where there is a will; there is a way - Let's join hands and fight against HIV/AIDS."

Roopali Shahaney, General Manager, PBC-STIP

Case study: Satyam Computers Services Ltd.

Background

Satyam Computer Services Ltd. is a leader in global consulting and IT services, including IT-enabled services, BPO services, strategy consulting and the implementing of IT solutions. The company operates in India, Canada, the United States, Europe, the Asia-Pacific region, Africa and Latin America. As of March 31, 2008, it had more than 51,000 employees, including those in subsidiaries and joint ventures. In India, the company has 46,721 employees. Its annual revenue in the fiscal year 2007 was US\$ 1,461 million.

Creating value for society is an integral part of the company's objectives, and contributing to the well-being and development of society is considered an extension of its business. All initiatives of Satyam Foundation, the CSR arm of the company, focus on the needs of the underprivileged and strive to alleviate suffering through an active, all-inclusive agenda. The Foundation works towards transforming the quality of life of the urban underprivileged and operates primarily in and around cities where Satyam Computers Services Ltd. offices are located. The focus areas of the Foundation include healthcare, livelihoods, education, environment and HIV/AIDS.

Business case

The issue of HIV/AIDS cuts across various CSR initiatives at Satyam Computers Services Ltd., including programs on education and livelihoods. The company believes that to achieve a high rate of economic growth, the country needs a healthy workforce. India has a high proportion of youth in its working population and this trend is reflected in the company's employee profile. The company thus views investment in youth as critical to its own economic growth, as well as to the growth of the country.

Given this background, and recognizing the AIDS epidemic as being a global emergency and one of the most formidable challenges to human life and dignity, Satyam Computers Services Ltd. initiated its HIV/AIDS program in 2004 in four states, namely Andhra Pradesh, Tamil Nadu, Maharashtra and Karnataka.

HIV/AIDS program description

Satyam Foundation implements the company's HIV/AIDS programs and activities on a continuous basis through the year with the overall objective of awareness generation and behavioral change in its sphere of influence which includes: (i) employees; (ii) vendors; (iii) students from colleges where new employees are recruited; (iv) vulnerable communities; and (v) PLHA.

The program plans and targets are set annually. A pilot is implemented for learning and then scaled up to achieve the envisaged goals. The employees of Satyam Computers Services Ltd. form themselves into Magnificent Seven Teams and Red Ribbon Clubs which volunteer to organize, review, implement and identify ways to improve start-to-end projects. Mentoring and support for the program is provided by the company's top leadership.

Initiation

The company's HIV/AIDS program was first launched as a three-week internal education and awareness raising campaign, led by the CEO of Satyam Foundation with the guidance of the CEO of Satyam Computer Services Ltd.

For program outreach, Satyam Foundation conducted a study in 2006 to understand the point of view of the youth on HIV/AIDS. The study focused on the qualitative aspects of the issue and its findings facilitated the dissemination of the company's HIV/AIDS interventions. The implementation strategies externalized by the study included: (i) formation of 14 Red Ribbon Clubs across the company's offices in India; (ii) involvement of the employees in awareness raising and HIV/AIDS education; and (iii) use of employee skills and knowledge in developing peer education modules and communication messages on HIV/AIDS.

Workplace activities

Satyam Computers Services Ltd. has instituted a workplace policy on HIV/AIDS after a study of the International Labor Organization's documents, policies developed by other IT companies, followed by extensive internal discussion with the company's senior management and human resource professionals.

The company takes steps every quarter to ensure that HIV/AIDS issues are given visibility within the organization through extensive IEC campaigns. This helps to increase awareness among new employees as well as existing employees. Satyam Foundation has launched two main IEC campaigns. These are:

- **Awareness Campaign:** This is an internal information dissemination program that uses writing and cartoon competitions as tools to fight stigma and myths surrounding the epidemic.
- **Idea Junction:** This is an internal portal that induces innovative ideas from associates for youth outreach on HIV/AIDS and allows the forum to plan and design community-level interventions.

Other awareness raising and educational activities on HIV/AIDS are implemented by the company online as well as through classroom sessions.

Outreach activities

Initiatives with vendors: Vendors form an important part of Satyam Computers Services Ltd.'s system and the company endeavors to ensure their participation in HIV/AIDS initiatives. This is done mainly through training sessions that are regularly organized for security personnel and other vendors. By 2008, 50 percent of the company's vendors had been covered by these programs.

Initiatives with colleges: Students of engineering colleges where the company recruits young talent is an important stakeholder group targeted by the company's HIV/AIDS initiatives. In 20 of these colleges, half-day awareness camps on HIV/AIDS began on a pilot basis in 2005 and are now organized regularly. In the beginning of 2008, the Satyam Foundation in Andhra Pradesh, Pune, Bangalore and Bhubaneswar had reached over 250 engineering and professional colleges under the program "My Future My Choice", a four-hour program for students in professional colleges focusing on HIV/AIDS education, life skills and career planning.

Other outreach activities

- Volunteering by employees at the homes of those affected by HIV/AIDS and for infected children;
- Support for orphans and vulnerable children whereby till 2008, approximately 200 orphans in India had received livelihood support and 57 children had received educational support;
- Promotion of Red Ribbon clubs in companies and colleges which by 2008 totaled 170 in engineering colleges alone;
- Assistance with workplace policy development and implementation for other corporate bodies;
- Livelihood support for PLHA and persons from vulnerable communities where the company operates. By 2008, 150 persons from these groups had received support to enhance their vocational skills, lifestyle and nutritional status; and
- "Hyderabad Hub" and "Wake up Pune" programs which undertook more than 12 major initiatives for community awareness on HIV/AIDS. This was done by partnering NGOs, other companies, business organizations and State AIDS Control Societies.

Success stories

The company's experience offers a number of success stories of HIV/AIDS awareness creation, HIV prevention, counseling and improvement of linkages to health services. These include:

- **Health Helpline:** This has improved HIV prevention and linkages to health services by the company's public-private partnership with the government of Andhra Pradesh. It is a free dial-in service that provides round-the-clock information, counseling and referral to health and HIV/AIDS services and resources for rural and urban residents of Andhra Pradesh.

- Mobile movie making competitions: These were organized in Pune, Chennai and Hyderabad. The company's employees attended HIV/AIDS orientation sessions and lessons in basic film-making skills. Two weeks were provided for submitting scripts and films. Sixty-five films addressing HIV/AIDS and youth awareness issues were received and judged by a panel of experts and a shortlist created. The winners made presentations at corporate venues to increase awareness. This one-time initiative created a data bank of film-based IEC resources on youth and HIV/AIDS issues.
- Street play competitions: Every quarter, street play competitions on HIV/AIDS are organized for young students of professional colleges, and presentations conducted.

Partnerships

Satyam Foundation partners the government, other corporates, business organizations, NGOs, the media, educational institutes and the community, each leveraging its core competency to work collectively towards a common objective. Satyam Computers Services Ltd. believes that instead of duplicating effort, the pooling and synergizing of resources can achieve greater impact. The company's partnerships include:

- Working with business associations such as CII and NASSCOM on awareness generation and workplace policy development;
- Sharing experiences on HIV/AIDS with business organizations such as the Software Exporters' Association in India;
- Volunteering by the company's employees to assist Positive People's Network;
- Partnering with local and international organizations and the Andhra Pradesh State Aids Control Society to organize a mega music and celebrity show in Hyderabad on World AIDS Day 2007;
- Creating the "Hyderabad Hub" program, with business and non-business stakeholders synergizing effort on HIV/AIDS issues anchored by Satyam Computers Services Ltd.; and
- Joining the "Wake up Pune" coalition of NGOs and civil society representatives that spread HIV/AIDS awareness in Pune.

Stigma reduction

The company believes that open communication is critical to stigma reduction in the workplace. It initiated the "Face to Face with AIDS" program as a workplace intervention, where opportunities are created for all employees to meet and interact with PLHA and understand their perspective.

Youth outreach

All CSR programs of Satyam Computers Services Ltd. focus on young people, such as those dealing with street children, and include a component on HIV/AIDS and adolescence using education modules. The company is committed to addressing the impact of the epidemic on young people, namely the 15-49 year age-group and those in the prime of their working lives, this also being the category of the company's employees and potential recruits.

Core competencies

The company's HIV/AIDS programs hinge on employee and volunteer participation, as well as employee leadership and innovation. The company also uses its core IT skills to develop e-based learning initiatives and training programs on HIV/AIDS.

Challenges

During the early stages of implementing the awareness program in the workplace, the employees were reluctant to discuss HIV/AIDS issues. However, after a series of such programs and activities with employee involvement, their acceptance levels have improved.

Funding

All HIV/AIDS programs of Satyam Foundation are funded by Satyam Computers Services Ltd. Some public awareness building programs are also implemented with partial support from the government modeled on public-private partnership.

The future

Satyam Foundation intends to continue its endeavor to reduce new infection among youth and to support PLHA and vulnerable groups for positive ways of living. The company will also continue to explore new ways to leverage the core capacity of employees wishing to volunteer, and the technology and ICT for sustaining these activities.

“To address HIV/AIDS Satyam Computers Services Ltd. is committed to providing a holistic approach for awareness creation among educated youth, its employees, the supply chain and students in professional colleges. Volunteering and technology being our key differentiators, both are used extensively to bring about the necessary outcomes. Through volunteers, we strive to reduce the stigma associated with HIV, for which we work with NGOs, government, schools, international organizations and other corporate bodies. Technology is leveraged wherever necessary for increased impact, and to improve outreach and services for the community.”

- Sowmithri V.R., Partner, HIV/AIDS Program, Satyam Computers Services Ltd.

Case study: Scope International Pvt. Ltd.

Background

Scope International Pvt. Ltd. is an India-based subsidiary of Standard Chartered Bank, offering a wide range of IT and financial services such as software development, finance, wholesale and consumer banking, as well as human resource and IT support. It also operates in areas such as Basel compliance, anti-money laundering, legal, and credit analysis. The company was established in 2000 and began operations in 2001. Spread across five locations in Chennai, it has over 6,500 regular employees, mainly trained professionals, with an average age of 29 years and a male to female ratio of 67: 33.

Business case

Since 2003, combating HIV/AIDS has become an integral part of the company's core values, enabling it to gain recognition as an industry leader in CSR. Scope International Pvt. Ltd. adopted Standard Chartered Bank's "Living with HIV" program in 2003, in view of the growing number of HIV/AIDS infected persons in India, and the potential impact of the epidemic on business, society and the economy. This has created considerable enthusiasm among its employees at being part of a company that cares about health and safety issues. Overall, the public image of the company as a socially responsible and sensitive organization has increased.

HIV/AIDS program description

The company's HIV/AIDS initiatives include both workplace and outreach activities in communities where it operates.

Initiation

The HIV/AIDS workplace education program in Standard Chartered Bank is designed to empower people through education to make informed lifestyle choices. The "Living with HIV" program was created in 1999 in response to the HIV/AIDS epidemic in Africa, and is now run globally throughout Standard Chartered Bank, providing a minimum standard of HIV/AIDS education for all employees irrespective of their location.

The company launched its "Living with HIV" program by training employee peer educators as "HIV Champions" who initially imparted education to raise awareness of HIV/AIDS in the workplace and among employees' families. The program brought about many positive outcomes including: (i) increased knowledge on HIV/AIDS among employees; (ii) strengthened internal learning; and (iii) creation of a trained group of employees with skills to manage HIV/AIDS related issues. The program also enabled the company to gain national recognition as a "partner of choice" for collaboration with organizations such as NGOs, other companies, educational institutions and government offices.

Workplace activities

The company's workplace initiatives focus on prevention that is facilitated by "HIV Champions", drawn from the "Living with HIV" program, who run peer education sessions and face-to-face workshops. The program includes continual training of "HIV Champions" and their engagement as workplace mentors, dissemination of IEC materials, promotion of condom use, HIV counseling and testing, and supplementary e-learning modules on HIV/AIDS.

There are other awareness raising activities in the workplace for all employees such as desktop messages on HIV/AIDS, wallet cards, discussion forums and internal communication from the CEO.

Outreach activities

The success of the company's HIV/AIDS prevention activities in the workplace and its desire to share this knowledge with the community led it to extend the "Living with HIV" program to business peers and communities in its area of operation including: (i) vulnerable groups in rural and peri-urban areas; (ii) students and teachers in local educational institutions; and (iii) professionals in other companies. Every quarter, "HIV Champions" use IEC resources, audio-visual media, community theatre, discussion forums and workshops to reach these groups. Community leaders, family members, teachers, and health workers are often directly involved in the company's outreach.

Other community-based initiatives, implemented annually and concentrated around World AIDS Day, include: (i) production of awareness-raising slides for movie theatres; (ii) production of TV films in local languages; (iii) organization of educational kiosks in public places such as railway stations and bus terminals; and (iv) publication of newspaper articles on HIV/AIDS issues and the company's experiences in addressing them.

Success stories

The company has used evaluation and feedback tools to advantage, before and after intervention, to gauge awareness among employees and community groups. It has found that its intervention has led to: (i) myths and misconceptions about the disease being reduced in these communities; (ii) PLHA voluntarily seeking treatment; and (iii) HIV/AIDS issues, earlier considered taboo, being discussed more openly, with an increasing number of people seeking information.

Community support through an employee AIDS fund: A voluntary AIDS Fund was organized by the company's employees to generate resources to support the educational needs of 100 children affected by HIV/AIDS.

Partnerships

The company saw early on the need for a holistic approach to HIV/AIDS, jointly with public and private partners. Its community programs were thus initiated in 2004 through partnerships with NGOs, schools and colleges, PLHA networks, and other companies. These partnerships, such as working with NGOs experienced in serving rural populations, have helped effectively develop and implement awareness and prevention education in underserved communities.

Stigma reduction

The workplace policy in Scope International Pvt. Ltd. is also directed at reducing stigma and discrimination, and at creating a positive environment where PLHA can be productive members of the workforce and their communities.

The policy is communicated as a mandatory part of the New Joiners' Kit for every new employee to become aware of what to expect if affected by the virus. The policy has also been communicated to managers and existing employees. For the PLHA category, the management ensures confidentiality, including advice or information sought. Besides, HIV/AIDS related discrimination towards an employee is treated as misconduct, warranting disciplinary action. No employee is isolated on the grounds of HIV status. Sick leave is provided with flexibility to ensure employee health.

The company's "Living with HIV" program to address stigma and discrimination can be re-captured through its features of:

- Raising awareness levels of employees and wider communities;
- Educating local people about prevention and treatment of HIV;
- Strengthening the company's position as a thought leader on HIV/AIDS issues; and
- Sharing knowledge with other organizations.

Youth outreach

The company feels that HIV/AIDS should be a priority issue across all sectors. However, this is critically important in the IT and BPO sectors due to the age profile of the workforce, the majority of which is young and away from family and friends, especially new college recruits.

Core competencies

The HIV/AIDS prevention initiative in Scope International Pvt. Ltd. draws on its IT competencies and employee enthusiasm, involvement and skills such as e-learning. Additionally, the company leverages the support of the Chief Executive Officer and senior leadership to reduce stigma and to break down workplace barriers and influence community mindsets for change.

Challenges

The challenges faced by the company and its steps to counter them are:

- Initial inhibition and lack of openness in discussion forums. Peer learning activities helped overcome this;
- Training is predominantly in English whereas rural outreach requires the use of local languages in education sessions. Hence, the company partnered local NGOs for assistance with training in local languages; and
- Ensuring employee attendance in the training sessions while balancing their work load. This was addressed by organizing training sessions on weekends or during lean periods, based on consultation with the volunteers.

Funding

The company generates funds for HIV/AIDS prevention largely through the employee-supported AIDS Fund and fund raising events such as walks and musical programs for which tickets are sold to employees. The proceeds are channeled to Scope Aid for use in the company's CSR programs.

The future

The "Living with HIV" program was developed to manage the impact of HIV/AIDS and minimize new infections by empowering people to make informed lifestyle choices. The company views this initiative not as a one time exercise but an ongoing process to extend awareness, create behavioral change, and provide up-to-date information. Within the company, HIV/AIDS education tools are constantly being improved to make them more user-friendly for "HIV Champions."

The company plans to expand its program outreach to communities through employee volunteering and social partnerships. Support will also continue to be provided to children affected by HIV/AIDS. Besides, as an integral part of the Standard Chartered Bank, Scope International Pvt. Ltd. aims to contribute to the Clinton Global Initiative to educate one million people on HIV/AIDS by 2010. The company's efforts to create more "HIV Champions" are progressing as it looks beyond the business sphere to make a difference in society.

"At Scope International Pvt. Ltd, we want to make sure we provide a minimum standard of education about HIV/AIDS for all our colleagues through workshops and training. We have a great team of committed individuals who volunteer their time and effort to raising awareness about HIV/AIDS, both within the company as well as in the community. That's what 'Living with HIV' is all about—educating people so that they can make informed lifestyle choices. Under the same program, we also support the education of HIV/AIDS-affected/orphaned children."

Shashi Ravichandran, Head, Corporate Affairs, Scope International Pvt. Ltd.

Case study: Tata Consultancy Services

Background

Tata Consultancy Services is an IT services, business solutions and outsourcing company that offers a consulting-led, integrated portfolio of IT and IT-enabled services, delivered through its unique Global Network Delivery Model that is recognized as a benchmark of excellence in software development. TCS is part of the Tata Group, one of India's largest and most respected industrial conglomerates. The company has over 1,11,000 highly trained IT consultants in 50 countries worldwide. Of these, 80,000 are based in India, at offices across the country. The average age of its employees in India is approximately 25 years, many of whom are university graduates with degrees in technology and business. The annual sales of TCS worldwide totaled US\$ 5.7 billion in the fiscal year 2008.

Business case

TCS recognizes that HIV/AIDS is a serious issue requiring attention from business leaders. Its HIV/AIDS program was initiated in 2006 by TCS Maitree, the company's CSR forum for employee engagement and corporate sustainability that has as its objective: (i) bringing together employee associates and their families to look on themselves as part of the extended TCS family; and (ii) carry on the Tata tradition of service to the community. The essence of TCS Maitree's work is to: (i) come together; (ii) share and care in the spirit of friendship in the TCS community; and (iii) reach out with the same spirit to the less privileged. It was thus in the spirit of "Making a Difference - Changing Lives by Caring and Sharing", that Maitree initiated TCS's first steps, focusing initially on the workforce, and then expanding its program to reach external communities.

The company believes that HIV/AIDS is not just a health issue but touches all aspects of life, namely economic, legal, ethical, psycho-social, political, psychological, and cultural and also human rights. For the IT and BPO sectors, it is considered to be a priority issue, given the high degree of employment-related migration and the employee profile which falls in the globally vulnerable age group of 15-49 years.

It is also recognized that HIV/AIDS can impact the economy, at both the macro and micro levels, thereby affecting business productivity and profitability through increased costs of medical care, recruitment, training and family welfare.

HIV/AIDS program description

TCS' initiatives on HIV/AIDS are implemented both in the workplace and in the community through a proactive approach, with active management participation and support, provided by extensive IEC use and behavioral change communication.

Initiation

The company's HIV/AIDS activities in India initially centered around awareness creation such as: (i) commemorating World AIDS Day, Red Ribbon distribution, online quizzes; (ii) addressing myths and misconceptions through articles in the house magazine Maitree Matters; and (iii) posting information on the Maitree web site. After the first successful workplace campaigns, the employees understood the importance of awareness and were willing to participate in broader effort. Thus, peer education was started and implemented in two phases as follows:

- **Basic awareness sessions:** Employees were invited to one-hour sessions which provided an overview, local HIV statistics, information on the human immune system, modes of HIV transmission, prevention, testing, treatment, care and support. The sessions also addressed myths and misconceptions and shared information on peer education and the company's program.

- **Peer educator training:** Employees were trained to communicate with each other on HIV/AIDS in the vernacular idiom, through peer-to-peer learning". Peer educators were trained to: (i) communicate appropriate knowledge; (ii) deliver HIV/AIDS messages in the workplace; (iii) address stigma and discrimination; and (iv) build positive attitudes towards PLHA.

Workplace activities

Initiatives in the workplace include education, such as training in HIV/AIDS prevention for new employees, development and circulation of IEC material and learning sessions conducted by peer educators. In 2008, the company had over 90 active and certified peer educators in its India offices.

The company continues to implement awareness activities at its offices around the world in commemoration of World AIDS Day. These include:

- HIV/AIDS screensavers on all computers;
- Global creative essay writing competitions on topics related to HIV/AIDS ;
- Creative poster contests; and
- Special awareness programs by peer educators and NGO partners.

Outreach activities

TCS has implemented annual outreach activities on HIV/AIDS as part of its community initiatives. These have included:

Rural outreach: Maitree, with help from the Wockhardt Foundation, organized HIV/AIDS awareness sessions as part of its Rural Initiative at Wazapur village in Raigad district of Maharashtra. These reached out to the village community and secondary school students. HIV/AIDS prevention messages were conveyed through mediums such as nukkad nataks (street plays).

World AIDS Day outreach: The company commemorates World AIDS Day annually in India by implementing Safe Blood Camps and nukkad nataks for awareness generation.

Student community: An awareness program for students has recently been initiated at academic institutes in Mumbai, from which TCS recruits many employees.

Success stories

The success of TCS Maitree's HIV/AIDS program is due to the company's peer educators who have led its implementation with commitment, achieving the following results by 2008:

- Over 100,000 employees reached through awareness campaigns; and
- Over 2,500 employees participated in education sessions.

The company believes that the motivation of its peer educators is linked to the ways in which it is able to use their skills. Activities such as sessions with students motivate peer educators to continue volunteering and to refresh their experience and learning.

Partnerships

The company's partners include industry associations and NGOs. These partnerships have enabled both TCS and its partners to mutually leverage their competencies towards common objectives and to strengthen workplace and community activities for addressing HIV/AIDS.

Networking with organizations, such as CII and ASSOCHAM has in particular enabled TCS to exchange best practices and form a learning network with like-minded organizations, companies and NGOs. TCS has also received technical assistance on HIV/AIDS issues from other organizations that include Modicare Foundation, Wockhardt Foundation and Population Services International.

Stigma reduction

Awareness raising and behavioral change education help the company address stigma and discrimination and to build positive attitudes towards PLHA. The company has in particular used targeted awareness activities and peer education to change the HIV/AIDS related behavior of its young workforce.

Youth outreach

TCS considers youth outreach to be a critical part of HIV/AIDS prevention. This is because of the vulnerability of youth to HIV, their importance as future leaders and their being the core of the company's workforce.

Core competencies

TCS has leveraged its leadership in the corporate world to project HIV/AIDS as a crucial business issue that needs to be effectively addressed in the workplace and the community. As a mass employer of young people from the country's premier educational institutes, TCS is uniquely positioned to reach the youth in these locations across India.

Challenges

TCS has found that employee sensitization in the IT industry can be a big challenge because of the following factors:

- Being "knowledge workers" engenders an attitude of invulnerability;
- Good educational backgrounds makes employees feel HIV/AIDS cannot happen to them;
- Perception that addressing sex and sexuality issues in the workplace is inappropriate or irrelevant, especially in a mixed male-female setting;
- Risk behavior arising from anonymity in a foreign city, where individuals will do things that they would desist from back home, due to reduced fear of social judgment;
- Most employees assume they are already aware of HIV/AIDS, with resultant disinclination to know more;
- Employees feel that enough information is available through the print and electronic media, hence attending HIV/AIDS related sessions would be a waste of time; and
- Time crunch caused by project delivery deadlines and difficulty in getting permission from team leaders to attend awareness sessions.

To address these challenges effectively, the company organized several informal activities such as quizzes and slogan competitions to build a casual, non-threatening environment around HIV/AIDS. Peer educators helped introduce the discussions in an employee friendly manner where trained volunteers conducted the sessions with their colleagues in an informal but educative setting. This enabled the creation of space for healthy discussion and dismantling of myths and misconceptions.

Funding

The company funds its HIV/AIDS initiatives. The peer educator model is driven by employees volunteering their skills and time. The maintenance of the program requires minimal funding and does not involve the cost of external resource persons.

The future

To sustain its HIV/AIDS prevention activities, TCS plans to train additional peer educators across its branch offices. Through 2008 and in 2009, the company plans to introduce new workplace and community outreach activities that include:

- Computer based training programs on HIV/AIDS ;
- An HIV/AIDS induction package for new recruits;
- Educational activities for employees' families; and
- Introduction of a workplace policy which provides an overall framework for the company's HIV/AIDS program and sets principles for the company and the protection of employees in the PHLA category.

Future TCS community outreach activities are expected to include:

- Education for vulnerable community groups, particularly slums and villages where TCS Maitree is working on community development; and
- Extending the company's peer education model to reach students in academic institutions.

"The HIV/AIDS program is one of the many corporate sustainability initiatives undertaken by TCS Maitree. We believe that a natural extension of leadership in the corporate sector should be in taking the lead for issues of social relevance. The issue of HIV/AIDS has serious implications at the workplace as well as the social milieu of TCS and its associates. TCS recognizes the serious threat posed to society by HIV/AIDS and is concerned about the gravity of this threat and its implications both for its employees as well as the communities within which we operate. Our program essentially focuses on generating wide-spread awareness and sensitization about HIV/AIDS through a network of trained and skilled volunteers from among our associates."

Nina Screwvalla, Global Head, TCS Maitree

Case study: ZMQ Software Systems

Background

ZMQ Software Systems is a software development company specializing in innovative edutainment (education, entertainment and learning in one package), gaming and human performance solution products. The company also provides customized software development services to knowledge companies, government organizations, institutions and NGOs in the United States, Europe, Middle East, Africa and India. ZMQ Software Systems specializes in developing solutions for public health, education, skills development and training, enterprise development, livelihood generation, environment, disaster management and agriculture. As part of its core business strategy, the company has established expertise in creating innovative tools for the developing world, especially targeting the "Bottom of the Pyramid" markets, or the world's poor.

The company was established in 1998 and started commercial activities in 2001. The annual revenue of the company in 2006-07 was US\$ 4.7 million. ZMQ Software Systems has its head office in Gurgaon and branch offices in Moscow and Washington DC. The company has 21 employees and 26 contractual staff, with an average age of approximately 23 years.

Business case

Acutely aware of the magnitude of the HIV/AIDS epidemic, its impact in India and globally, ZMQ Software Systems recognizes it not only as a health challenge but also as a business and economic issue, affecting labor and productivity. Being a small company, it could not invest major financial resources to bring about HIV/AIDS related changes, and instead endeavored to make a difference by using its core IT skills in cross-sector partnership and content development to address the challenge. In particular, its management saw a need to expand the availability of edutainment and health management tools on HIV/AIDS, and committed itself to developing IT-based applications to educate and raise awareness among the masses.

Initiation

The company's HIV/AIDS related activities began with its inception in 1998, inspired by the vision of the promoters who felt that HIV/AIDS was critical in India and globally, especially in Africa and the developing world. Today, this is an integral part of ZMQ Software Systems' social development program which includes health, education, and agriculture and skills development for the underprivileged among its key focus areas. The results and learning from each social development activity are shared annually with the company's business development group to enable them understand new markets and develop products and solutions for them.

Workplace activities

As the company's size lies in the small to medium range, its social development programs are oriented towards outreach rather than internal dissemination. All employees allocate between five to eight percent of their annual work time to volunteering for IT-based social development projects such as development of learning or edutainment materials on HIV/AIDS.

Outreach activities

Freedom HIV/AIDS: This was the company's first outreach activity and continues successfully. Launched in 2005, the program engages the advantages of mobile technology for mass learning on HIV/AIDS. Thus, ZMQ Software Systems has developed mobile telephone games that integrate IEC methodology to educate people in India on HIV/AIDS. By 2008, the games had successfully reached more than 42 million mobile users across the country.

Building on the successes of this initiative, the company has developed further IT-based learning programs for outreach to the community, as well as for cooperatives and NGO partners in India, Africa and other parts of the world.

Africa Reach program: The company launched its “Africa Reach program”, as an extension of “Freedom HIV/AIDS”, with region-specific games and applications in local languages. In order to successfully replicate the program in Africa, partnerships with local NGOs and knowledge organizations were created for accessing local content and creating new games. To ensure that the company’s games were available to everyone with a mobile phone, special games were also designed for low-technology mobile phones.

The “Africa Reach program” was launched in 2006 in two countries, namely Kenya and Tanzania. Of the four million people who accessed the game, 2.3 million downloaded and played the game session. In the second phase, in 2008, the games were rolled out in four more countries, namely Uganda, Botswana, Mozambique and Namibia.

HIV/AIDS edutainment program for youth: ZMQ Software Systems in partnership with Johns Hopkins University designed a training toolkit on HIV/AIDS for youth, which is being used in nine districts of Maharashtra. The company has partnered industrial training institutes in these districts to deliver the training toolkit to more than 100,000 youth. The National AIDS Control Organization is also using the toolkit as its prime IEC package for dissemination to youth and school children in India.

Workplace toolkits on HIV/AIDS: The company has developed an electronic training toolkit on Monitoring and Evaluation of HIV/AIDS Workplace Programs for member companies of the Global Business Coalition on HIV/AIDS, TB and Malaria. The toolkit has been provided to policy makers in more than 230 member companies.

Success stories

The company’s greatest success with HIV/AIDS prevention initiatives has been in sensitization and spreading social consciousness to other technology companies, especially mobile operators, to leverage their networks and outreach for social development. An example of this is ZMQ Software Systems’ “Africa Reach program”, which brought together three major corporate operators in East and sub-Saharan Africa to jointly implement the program.

Partnerships

ZMQ Software Systems works in partnership with other companies, NGOs, donors as well as other organizations in all its social development projects. These partners include mobile operators and content aggregators for distribution of games, and local NGOs for researching content, gaining local knowledge and dissemination through targeted interventions. The company works closely with the CSR departments of large companies. At the international level, it has partnered leading development agencies such as USAID, Hivos and the United Kingdom’s DFID for developing new programs and campaigns. The company is also a member of Global Business Coalition on HIV/AIDS, TB and Malaria.

For most of its HIV/AIDS related initiatives, ZMQ Software Systems creates the content, and identifies partners who can effectively disseminate it. For example, in the “Freedom HIV/AIDS” initiative, it partnered private mobile companies for wide dissemination of mobile games to end users. It also partnered UNAIDS and DSACS for validating the content. For its mobile telephone games initiatives, the company has partnered corporate operators such as Reliance Infocomm Ltd., Tata Teleservices Ltd. and Qualcomm Incorporated. In the “Africa Reach Program”, the company has partnered: (i) Hivos for initial funding; (ii) Mobile 4 Good for project management; (iii) local NGO Mathare Youth Sports Association, Kenya for content support; and (iv) mobile operators Safaricom and Celtel for dissemination.

Stigma reduction

ZMQ Software Systems, being a knowledge-based company, has an educated and socially conscious workforce. It has addressed stigma and discrimination by spreading education and learning on HIV/AIDS to the masses. Besides, the company mandates its employee to learn about HIV/AIDS issues and apply their skills to social programs under the “Freedom HIV/AIDS” initiative.

The company is piloting a new initiative titled “Mobile Care Support and Treatment System” in India and Kenya which addresses a crucial gap in health management and access to information for PLHA. The program is expected to develop and scale up a free IT-based support service for PLHA to alleviate stigma and discrimination in the community, particularly by changing the way in which PLHA could access information on the disease, their rights, health and social services.

Youth outreach

The company feels that the IT industry, usually employing a young workforce, is at particular risk from HIV/AIDS since the disease primarily affects the 15-49 age groups. The company also believes that targeting youth and adolescents is the best way to fight HIV/AIDS and has developed more than ten edutainment-based initiatives aimed at this segment.

Core competencies

Social responsibility programs in ZMQ Software Systems are well integrated with its core business and directly engage its core competencies. The social development team, which drives the CSR program, works in tandem with the company’s marketing, business development and technical teams. The role of the social development team is to identify development issues, find technology gaps, create new partnerships with local organizations and prepare program blueprints for products and solutions. The program is then handed over to the core technology and marketing teams, to create solutions and prepare the dissemination strategy of the company’s social programs and initiatives.

Challenges

The company’s social development programs, especially those addressing HIV/AIDS, have brought it global recognition. However, the process of developing and successfully implementing programs concerning HIV/AIDS was not without challenges.

The key challenges have included reaching consensus on content development of HIV/AIDS material, and ensuring mass outreach to rural and urban communities. The company has addressed these challenges by forming partnerships with local entities and like minded organizations and companies, enabling effective solutions, as well as dissemination and implementation of its programs.

Funding

Initially, the company’s management committed itself to investing three percent of its annual net profit in social development, particularly in HIV/AIDS related initiatives. Today, this has increased to 12 percent. These funds are generally sufficient to implement the initial phases of the company’s social development programs, and in the later phases, corporate and government institutions are invited to provide resources to help scale up the program.

The future

- **New games and applications and scaled up outreach products and services on HIV/AIDS:** These are constantly being designed and outreach expanded in Africa and India. New games are also being rolled out in the local languages for Latin America, South East Asia and East Europe, including: (i) Mobile Care Support and Treatment System for PLHA launched in India and Kenya.; and (ii) designing an eight hour IT-based learning program using entertainment based training components for primary schools and colleges.
- **Sustainable business modeling:** ZMQ Software Systems intends to further develop its business model for creating better methods to provide sustainable products and services.

The mobile industry has seen tremendous growth in value added services during the last few years but there is a scarcity of mobile-based content for HIV and AIDS. In the initial phase, the games designed by ZMQ Software Systems were being disseminated free of charge to new markets, but in the second phase these will be provided with basic download fees. The company will also launch its Mobile Care Support and Treatment System with a yearly membership fee to make the project sustainable.

“The success of ZMQ Software Systems’ social development programs is primarily an innovative blend of its socio-business model integrated with its core-competencies to address the development challenges and issues of social concern. Freedom HIV/AIDS demonstrates how social communication and health management is revolutionized using the reach of mobile phones. Also, the initiatives demonstrate the role of new multi-stake partnerships, between mobile operators, NGOs and government and content providers, by scaling up the programs not only in India but also implementing them in Africa.”

Hilmi Quraishi, Project Director, Freedom HIV/AIDS, ZMQ Software Systems

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World Bank, 2007, "Corporate Responses to HIV/AIDS: Case Studies from India."

Company Web sites

AppLabs: <http://www.applabs.com>

Intel Technologies: <http://www.intel.com/pressroom>

Mphasis Ltd: <http://www.mphasis.com>

Paharpur Business Center and Software Technology Incubator Park: <http://www.pbcnet.com>

Satyam Computers Services Ltd: <http://www.satyam.com>

Scope International Pvt. Ltd.: <http://www.scopeinternational.com>

Tata Consultancy Services Limited: <http://www.tcs.com>

ZMQ initiative to combat HIV/AIDS: <http://www.freedomfromhivaids.in>

ZMQ Software Systems: <http://www.zmqsoft.com>

Other Web sites

Asian Business Coalition on AIDS: <http://www.abcon aids.org/>

Confederation of Indian Industries: <http://www.ciionline.org/>

Global Business Coalition on HIV/AIDS, TB and Malaria: <http://www.gbcimpact.org/>

Great Places to Work Institute, India: <http://www.greatplacetowork.in/>

Indian Business Trust for HIV/AIDS: <http://www.indianbusinessstrust.org/>

Indian NGOs.com: <http://www.indianngos.com/>

International Finance Corporation Against AIDS: <http://www.ifc.org/lfcAgainstAids>

International Labour Organization Program on HIV/AIDS and the World of Work:
<http://www.ilo.org/aids>

NACO: <http://www.nacoonline.org/>

NASSCOM: <http://www.nasscom.in/>

SAR AIDS: <http://www.worldbank.org/saraids>

UNAIDS: <http://www.unaids.org/>

World Bank Institute Program on Business, Competitiveness and Development:
<http://www.developmentandbusiness.org>

World Economic Forum: <http://www.weforum.org/en/initiatives/globalhealth/>

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Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes.

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Confederation of Indian Industry

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