

PROSPECTUS



INTRODUCTION

Epicentre AIDS Management Foundation, a Section 21 not for profit organisation, was established in Kwazulu Natal, South Africa the “epicentre” of the HIV/AIDS in 1999. Today Epicentre has 3 metropolitan offices in Gauteng, Western Cape and Kwazulu Natal.

Epicentre provides HIV/Aids -Workplace Programs targeted at the private sector in developing countries. Epicentre is a recognised leader in the field of HIV and AIDS Risk Management in Southern Africa.

Mission Statement

“Effective disease risk management solutions for private sector organisations in developing countries”

Epicentre provides practical workplace solutions with a range of options for implementing HIV prevention and treatment programs in support of employers, employees and the communities in which they operate.

One of Epicentre’s core skills is Project Management. Epicentre specializes in supporting large private sector organisations in running macro HIV and AIDS Programs at multiple sites.

HIV/Aids Workplace Focus

Epicentre recognizes that the primary objective of a 21st century workplace disease risk minimization initiative in Sub-Saharan Africa is most likely to be aimed at the threat of HIV/AIDS. Epicentre has therefore developed its skills and resources to deal primarily with reducing the HIV/Aids risks for modern private sector businesses.

Consideration should be given to the specific risk factors of the workforce, the constraints facing the company, and the needs of the community in which the company operates. In this regard Epicentre has confidence in that its programs will balance its customer's workplace objective with the needs of all stakeholders.

Epicentre develops customized comprehensive interventions that help companies run cost-effective practical solutions that are not unduly burdensome from either a management or cost perspective. In this regard Epicentre has consolidated its experiences and skills in its HIV/Aids Workplace training programmes.

Epicentre Services

Epicentre provides detailed advice to executives on how to establish a suitable workplace program. Broadly, we work with Management in the following capacity:

- Business Impact Assessment
- Policy and Strategy Formation
- Program Implementation and Monitoring

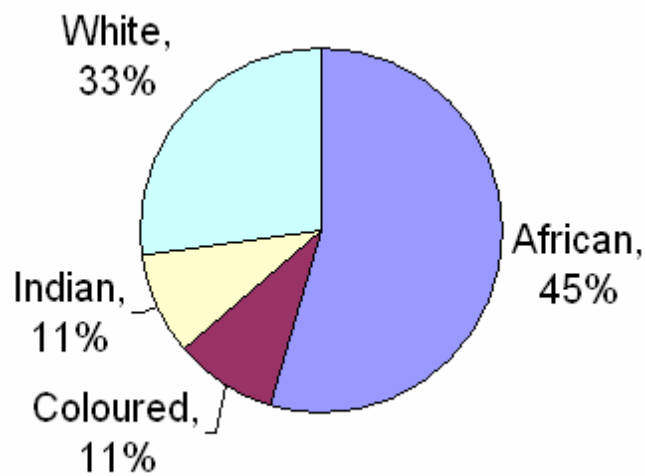
When developing a program it is advisable to involve the company's leadership, representatives from the workforce, union leaders and on-site medical staff. Having all relevant parties involved enables the company to develop comprehensive programs that meet the needs of the workforce.

Epicentre's management committee has an equal balance of medical, epidemiological and business specialization.

The Epicentre management committee includes:

MANAGEMENT COMMITTEE	QUALIFICATION
1. Cherie Zuccarini Operations Director	Cherie has 10 year of project management experience specializing in Health and Development Projects. Qualifications: B.Com, MBA
2. Dr Thilo Govender Epicentre Technical Adviser	After completing her studies and internship Thilo practiced in the United Kingdom. Upon returning to South Africa Thilo first worked at King Edward hospital and then the Medical School in the community medicine department. Thilo currently heads up the directorate for Epidemiology for the Department of Health Qualifications: MBChB (Natal), Dip in Child Health, Postgraduate Diploma in Health Service Management, Fellowship in Public Health Medicine, Dip in Occupational Health
2. Dr Taki Dube HIV Treatment	Taki worked at the King Edward Hospital while competing her specialization in Health Management Service. Taki currently manages the Hope Centre in Durban. A church based organisation offering VCT and HIV Treatment services to the community. Qualifications MBChB(Natal), Diploma in Health Service Management and DA.
3. Sister Kosi Nkosi HIV Testing	Kosi worked for King Edward hospital for 20 years specialising in infection control nursing. Kosi works full time for Epicentre running the HIV testing unit. Qualifications Dip in General Nursing, Community Health, Science, midwifery, nursing administrator and Infection Control
5. Greg Zuccarini New Product Development	Greg worked in the banking industry for 15 years running large scale research, marketing and strategic planning projects. Qualifications B.Sc. Hons. B.Com. Hons
6. Charlene Joel Office & VCT Administration	Joel worked for Telkom before joining Epicentre. Qualifications Dip in Public Relations
7. Mike Per Legal	Mike has practiced law for 30 years and specializing in the sourcing of donor funding. Dip in Law (Wits), MBA

Epicentres Management & Staff AIC Composition:



Capacity

Epicentre has developed an effective outsourcing capability through established long standing relationships with nurses, educationists, specialist counsellors and psychologists from South Africa's foremost institutions dealing in the HIV pandemic.

Epicentre has the following skills:

- Behavioural psychology and lifestyle modification,
- Epidemiology, business statistics and biometry,
- Economic and financial risk modelling,
- Community & public health systems,
- Strategic planning and scenario planning,
- Facilitation, counselling and training
- Labour, commercial, common and contractual law,
- Marketing and public relations
- Project scoping, administration and management.

Epicentre specialises in providing the following services

- Rapid and cost-effective prevalence studies
- HIV/Aids Human Resources Policy Development
- Workplace Project Scope and Program Development
- Setting up and training appropriate internal Workplace Project resources and structures.
- A comprehensive holistic HIV Prevention Education & Awareness programme for Leaders, Peer-Educators and Peers.
- Voluntary Counselling and Testing
- Care Support and ARV Treatment
- Program Monitoring and Evaluation

PRODUCTS & SERVICES

Epicentre provides a multi-faceted holistic HIV/Aids programme solution (as shown below/overleaf). Epicentre is however differentiated from other similar providers by it's proven track record of on-the-ground Programme Implementation.

Company Impact Analysis

Strategy & Policy Formulation

Programme Implementation

Workforce Evaluation

- Demographics
- Organisational structure
- Geographic dispersion
- Key Area Identification (KAI)
- Internal marketing
- KAPS (Knowledge, Attitude & Practices Survey)
- Prevalence study (anonymous, unlinked sero-prevalence)

Risk Assessment

- Susceptibility of workforce.
- Macro & meso-systemic inter-relationships
- Direct & Indirect costs
- Actuarial trends
- NPV (Net Present Value) of intervention.
- Reporting, presentation to Senior Management/union/employees
- Public Relations (investors/publics)

Workplace Tolerance & Understanding

- Social marketing
- Internal communication by management & trade union on employees rights afforded by law and constitution re.
 - ✓ confidentiality,
 - ✓ equity (non-discrimination),
 - ✓ tolerance and
 - ✓ compassion.
- Human Resources (HR) Management intervention where appropriate.

Health Services Scope

- VCT (confidential Voluntary Counselling & Testing)
- ARV therapy
- Treatment of STD's
- Treatment for opportunistic infections
- Support services
- Referral service
- Appoint Project Manager & team.
- Appoint area co-ordinators.
- Service level agreements in place between interdependent parties.

Strategic, Policy & Project Plan

- Appoint Project Manager & team.
- Appoint area co-ordinators.
- Service level agreements in place between interdependent parties.
- Set SMART goals:
 - ✓ Specific,
 - ✓ Measurable,
 - ✓ Attainable,
 - ✓ Relevant and
 - ✓ Time based
- Identify and assess challenges to implementation.
- Establish monitoring and feedback mechanisms
- Update of existing HR policies and procedures.

Training

- Leadership training
- PE (Peer Educator) training
- Provision of PE toolkit (posters, T-shirts, lessons etc)
- One day seminars and mini-workshops for PE's.
- Co-ordination/support of PE → Peer training.
- Task team training – where appropriate
- Training of special groups –on site occupational health workers, union leadership etc.

Monitoring & Feedback

- Feedback via periodic meetings with leadership Project manager and task team.
- Confidential system of VCT reporting at plant/organisational level.
- KPI (Key Performance Indicator) tracking e.g. Success of PE → Peer training
- Periodic follow up surveys.
- Refinement to program as necessary.

Company Impact Analysis

Workforce Assessment

Epicenter's pre-program Impact Analysis begins with a Workforce Assessment. We first conduct a Demographic Review because prevalence rates differ among various demographic groups. We consider the age distribution, gender mix and other demographic factors. This allows us to begin to develop an understanding of the makeup of the company's workforce and the potential risk faced by the group.

Next, we consider the results of any Confidential Epidemic Surveillance (unlinked, anonymous sero-prevalence) to assess the scale of the epidemic in the workplace.

Finally, we conduct a survey to assess the knowledge, attitude and behavior of the workforce. Combined, this information allows us to make an initial assessment of the exposure of the company's workforce.

Risk Assessment

Whereas the Workforce Assessment considers the risk facing the workforce, the Risk Assessment considers national trends (against which we benchmark the company's workforce to assess relative risk) and the economic impact to the company (direct and indirect costs).

Epicentre uses a costing model to identify the potential impact to the company under a non-intervention scenario and an intervention scenario. Under the non intervention scenario we consider the cost to the company if no action is taken, assuming current trends. Under the Intervention scenario we help Management gauge the net benefit of implementing a comprehensive workplace program.

Combined, the Workforce Assessment and the Risk Assessment result in a Company Impact Analysis, which equips the company's Leadership with the information needed to develop an appropriate and relevant response (See the discussion on setting SMART goals a Strategic Plan. The chosen intervention approach should be incorporated into a Comprehensive Policy Framework.

Policy and Strategy Development

Workplace Tolerance & Understanding

In order to be productive in the workplace, employees must be in good physical and mental health. A company's Health policy should clearly articulate the company's commitment to fostering a compassionate work environment, free of discrimination, stigma and violation of human rights. The policy should also stipulate that personal data relating to a worker's HIV status is bound the confidentiality guidelines. Outside medical organizations that provide health services to the company must also be made aware of the

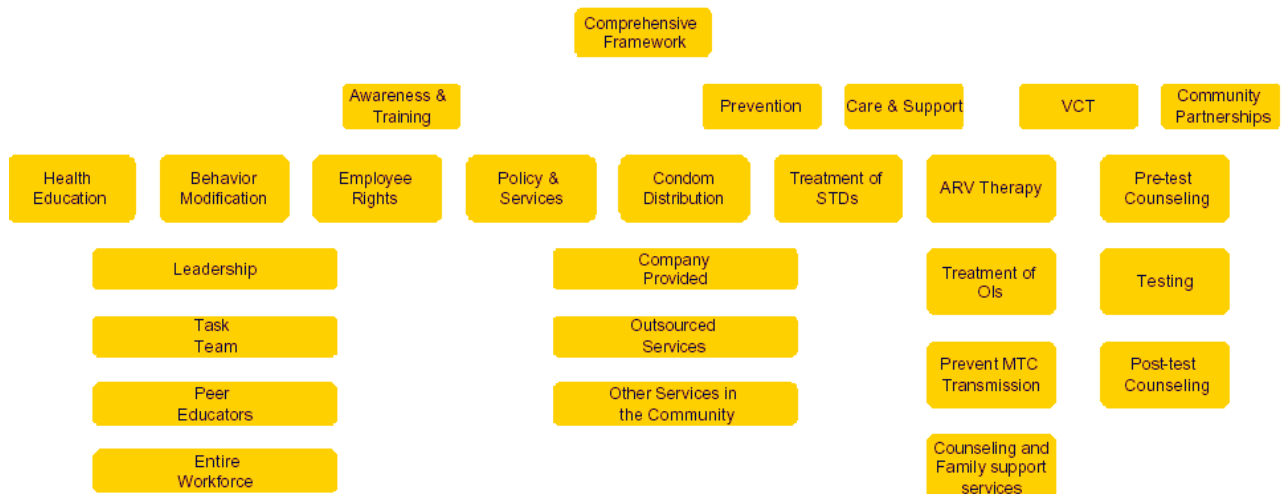
confidentiality guidelines to ensure no breach on the part of the health-care workers.

To be effective programs must also be gender -sensitive, addressing the different risk factors faced by men and women. Because women are more vulnerable (due to biological, social, cultural and economic factors) it is imperative they be actively involved in the planning and implementation of workplace initiatives.

The policy must be communicated throughout the organization and there should be transparency ensuring all employees know their rights. There must also be a mechanism to ensure compliance with policy and specific courses of action for violations by workers or healthcare providers.

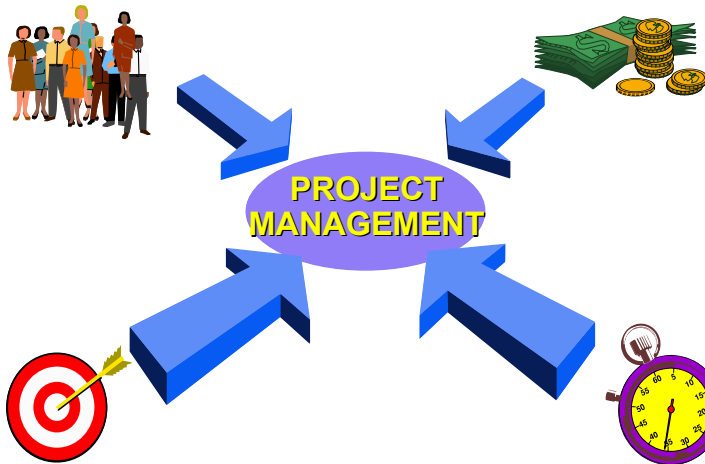
Health Services Scope

The scope of health services will be determined by numerous factors. We work with Companies to determine the appropriate mix of programs considering the risk indicators and the cost of implementing and managing the program. We work with Management to consider the array of alternatives, which elements to adopt and in what time frame. Some Companies choose to run programs internally using peer educators. Others choose to outsource training and education. Some Companies launch a comprehensive program with subsequent refinements, while other Companies phase in programs to allow critical elements to be deployed rapidly, while striving to offer increasingly more comprehensive services over time. The Figure below shows the broad array of services a company could offer its Workforce. Recognizing that programs will consider the size of the workforce, budgetary constraints and other factors, we work with companies to determine the optimal near-term and intermediate-term mix of programs.



Strategic, Policy and Project Planning

The strategic plan should be viewed as a critical component or extension of the policy, not a standalone document. Epicentre helps Companies develop a



strategic plan to achieve the objectives contained in the Policy Statement. We help Management set “SMART” goals (Specific, Measurable, Attainable, Relevant and Time-based).

Specific. The results of the employee surveys allow management to set Specific goals for the programs based on the identified needs of the workforce.

Measurable Quantifiable goals (e.g. specific shifts in knowledge, attitudes and behaviour) must be set to enable leadership to gauge the efficacy of programs over time.

Attainable Programs must be balanced in order to be attainable. The scope and scale of the programs should be weighed against available resources and availability of experts needed to structure the components of the program.

Relevant Programs should address the unique risk factors facing the company and its employees. The company must prioritize based on risk.

Time-based. The programs ideally should be aligned with the company’s long term financial and operation strategies, with attainable intermediate-term, time-based milestones.

The insight gained from the Impact Analysis allows Management to develop suitable and balanced programs. We also advise management on factors which may pose challenges to program implementation. Lastly, we work with the organization to establish mechanisms for monitoring and feedback.

Program Implementation - Awareness & Training

All Epicentres training courses are HWSETA listed providing our clients with an effective reduced cost training solution. Epicentre programs are available in English, Afrikaans, Zulu, Xhosa, Sotho and we are able to provide other Southern African Languages on demand.

Course material has been developed from a distance learning perspective which allows a great deal of flexibility in both numbers and location for delegates.

Epicentre provides the following training courses:

1. **Managing HIV In The Workplace** – a course for managers and union leaders
2. **Setting Up An Effective Peer Education And VCT Program**
3. **Peer Educators Course:** A comprehensive course for Peer Educator's (including Lesson Plan & Toolkit and mentorship)
4. **HIV Wellness and Disease Management** in an occupational health setting
5. **HIV Voluntary Counselling and Testing (VCT) Counsellor's course**

Public Courses

Epicentre provides the abovementioned courses to the public in the major metropolitan centres of South Africa.

Implementation of strategy

The strategy implementation will largely be a function of the chosen mix of services offered to employees. Assuming all components of the Training model are used, we train the different groups of the workforce: managers, supervisors, personnel officers, workers and their representatives. We may also hold meetings with third parties who are offering other services to the Company's employees (e.g. the clinic which offers VCT and care, and the facilities which provide support services). These meetings allow us to create synergy and communicate to workers the range of services available to them.

Leadership Training

The Leadership of the company receives specialized training to enlighten them on the company's policies, the potential impact of HIV/AIDS on the company and its workforce, and the chosen program model and strategy. In addition, Leadership training addresses topics which certain classes of employees are not privy, including legal, regulatory and public relations issues the company may face. In addition, Leaders will be engaged in the dialogue regarding creating the correct "work place culture" with regards to HIV/AIDS.

Specialized Training

We encourage Companies to develop a Task Team which will be responsible for overseeing and monitoring workplace programs. The task team (and peer educators where involved) are trained to equip them with the knowledge and information needed to effectively oversee the programs. This training will usually include the company's on-site healthcare workers and union leadership. The training covers health education (facts about HIV/AIDS and STDs), behaviour modification (risk factors and skills needed to counter risk), employee rights (and fostering a compassionate work environment) and the company's policies and services offered to employees.

General Workforce Training

The general workforce training will depend on the size of the company. Companies with fewer than fifty workers will generally be trained in a single workshop. Companies with larger workforces are encouraged to use the employee surveys to determine if there are disparities in the knowledge levels, attitudes and behaviours by job class. If so workers are trained in workshops tailored for their “profile”.

Feedback and Program Enhancement

Programs should be sustainable and should be refined periodically to reflect new information. A monitoring and feedback mechanism should capture the information which will be the basis for future refinements or enhancements to programs. Feedback mechanisms should include some combination of follow-up surveys, quantitative risk measures (e.g. epidemic surveillance) and Task Team meetings (to address qualitative factors). Having representation across functions and job classes ensures the needs of various workers are considered as programs are being refined over time.

Educational & Social Marketing Material



Epicentre has developed a tried and tested Peer Education toolkit to support the education of Peers by qualified Peer Educators in typically South African industrial environments. Major elements include:

- Comprehensive 43 week programme, inclusive of lessons, speaker notes, quizzes etc. This ties

into the Peer Educators manuals received in their prior training.

- Video's in 5 languages of choice
- Magazines supportive of the educational and video material
- Prop's
- Posters and scoreboards for the work environment
- Games to demonstrate key issues
- Journal

Business-To-Business Internet Usage



internet is available.

Study Material

Study Material and associated literature is available on a pay-as-you use basis to support either the public or internal training programs. Epicentre remains however committed to the intensive face-to-face training methodology. The internet provides a valuable mechanism for the acquisition of the very latest documents, slides and audio visual material any where access to the

Assessment

Epicentre has embraced the use of the internet to provide secure and private assessment and theory re-assessment of candidates.

Confidential VCT Data Management & Reporting

Epicentre has developed a specific confidential VCT data capture processes



suited to the role internal or external Occupational Health Practitioners (OHP's) play in the typical South African industrial environment.

The workflow integration of paper and technology (provided through secure internet transmission) provide simplicity and confidentiality to both employee and OHP's whilst providing management information to assist in an organizations

near real-time decision making and project management.



Epicentre News



Big Brother's Richard and Puledi to feature in Epicentre HIV Peer Education toolkit .

Richard and Puledi will be featuring in the new series of Epicentre Peer Education Toolkit Educational Material for non industrial environments



Richard as Big Brother II winner and runner up Puledi are recognised by young men and women, of all races, in the South African working class as aspirational role models. It is with this in mind that both Richard and Puledi have volunteered for 'testimonial advertising' on the benefits of less risky sexual behaviour.



Epicentre Case Studies

1. Pilot Program reduces HIV 90%

Epicentre has based their HIV Workplace program design on **Chester N. Morris and Edward J. Cheevers**: "A package of care for HIV in the occupational setting in Africa: results of a pilot intervention" [Package of care paperACC.doc](#)

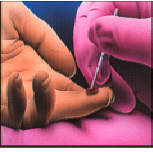
2. Workplace programming at multiple sites

Epicentre completed a successful pilot HIV and AIDS Workplace Project in Kwazulu-Natal for the Nampak Group in 2002. The pilot included 17 companies in Durban, Pietermaritzburg, Pinetown and Isithebe.

As a consequence Nampak contracted Epicentre in 2002 to assist them roll the project out National to an additional 33 operations in Gauteng and 18 operations in the Western Cape.

The HIV Workplace Program includes:

- a. Setting up of HIV multisectoral committees at all Nampak Site.
- b. Training all Nampak Management and Union Leadership in Management of HIV in the workplace.
- c. Training peer educators at a ratio of 1/20 and establish a peer education program at all sites.
- d. Training Occupational Health Nursing Practitioners in HIV testing pre and post test counselling and HIV Treatment and Wellness Management and establish a 100% VCT Program at all sites.



1. Unprecedented 95% take up - Prevalence testing

Epicentre performed an HIV sero-prevalence (unlinked anonymous) study for Shell and BP (PTY) Ltd in 2002. It was hugely successful. Marketing the benefits of the prevalence study to employees through 'eye-to-eye' workshops, internal advertising and line management involvement was highly effective in drawing employees to a number of testing stations. Using the HIV rapid sero-test, we tested 95% of the workforce over two days. The findings have been strategically beneficial for Shell and BP (PTY) Ltd.

2. Train-The-Trainer in loan financing reduces HIV spread.

Epicentre provided Train-The-Trainer training for the Home Loan Guarantee Company (HLGC) who provide home funding for many low income households ... HIV plays a large risk and it is critical that HLGC service providers reduce this risk.

News of value Articles (Not stats)

Guidelines for HIV Programming

The IFC's Good Practice Note is an excellent document and provided practical guidelines to private sector companies in developing countries on how to implement HIV workplace Programs. <http://publications.worldbank.org/ecommerce>

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