



Including Enterprise Development in HIV/AIDS Interventions



A Community Worker's Manual

Based Upon Experiences of
The Rural Education and Economic
Enhancement Programme (REEP)



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Mary A. Makokha
Executive Director
REEP





Preface

APT Action on Poverty is a UK-based charity that works to reduce poverty in Africa and Asia by increasing opportunities for employment and income generation. We aim to provide opportunities for vulnerable people to improve their quality of life and address the root causes of their poverty. We support the development of livelihoods generated from agricultural activity and other enterprises, and provide specific expertise on accessing mainstream markets in order to bridge the gap between the most vulnerable producers and a wider range of customers. Our target groups include people living with HIV/AIDS, disabled people and vulnerable women, as well as people facing harsh environmental conditions, or rebuilding their lives following conflict or natural disasters.

In 2004, APT began working in partnership with Rural Education and Economic Enhancement Programme (REEP) in Butula District of western Kenya to implement a project that sought to complement their existing health-related work with people infected and affected by HIV/AIDS (information, prevention, counselling, treatment, etc.) by adding a livelihoods component. In 2008, this was expanded to Nambale District. Over seven years, the LIFE Project has supported almost 1,700 people living with HIV/AIDS to establish individual enterprises and a similar number to engage in collective activities that are predominantly horticultural or livestock-based, but also include bee-keeping, carpentry, running a stall or restaurant, and petty trading in fruit, vegetables, cereals, fish, kerosene or garments.

In the majority of cases, this has led to an increased contribution to household income, which in turn has had a significant impact on the individual's health and self-esteem, as well as greater respect and reduced discrimination from the community. Increased income means that people living with HIV/AIDS are able to afford more nutritious foods that delay the onset of AIDS, reduce the need for medication, and complement Anti-Retroviral Treatment (ART), as well as cover basic medical and associated travel costs. Greater visibility of 3,500 people living with HIV/AIDS actively engaging in livelihoods, generating an income, contributing to household costs, providing a service to their community and meeting regularly and openly throughout Butula and Nambale has reduced stigma, discrimination and marginalisation, and increased acceptance and respect. Previously shunned by relatives and community members, many people living with HIV/AIDS are now able to play a full and meaningful role in community events and decisions.

By adopting a more holistic approach to HIV/AIDS, REEP have made a journey that many NGOs working on HIV have yet to make. REEP and APT would now like to share their experiences with other organisations through this manual. For those in the HIV sector, the aim is highlight the importance of, and potential for, addressing the livelihoods issues of people infected and affected by HIV/AIDS as part of a holistic and inclusive strategy. For those in the enterprise development sector, the intention is to demonstrate the value of developing livelihoods programmes that are accessible to, and inclusive of, people infected and affected by HIV/AIDS as part of a holistic and inclusive micro-enterprise development strategy.



This how-to manual is intended to be a practical handbook for organisations working in the HIV and livelihoods sectors on how to build the capacity of people living with HIV/AIDS and enable them to develop and secure their own livelihood, so that they are socially recognised, culturally accepted and included in community actions as productive members. It provides practical information on the processes and activities developed by REEP - formation of peer support groups, counselling, business planning and development, advocacy and training - to achieve this goal.

By documenting and sharing our experiences at a practical level, REEP and APT hope that this manual can encourage and support other organisations to ensure that people living with HIV/AIDS have the same access to sustainable livelihoods as everyone else. We hope you find this helpful.

Andy Jeans
Chief Executive
APT Action on Poverty

PART ONE



Conceptual Framework



- About REEP
- Including PLWHAs in Enterprise Development
- Including Enterprise Development in HIV/AIDS Programmes



1.1 About REEP

Chapter Objective:



At the end of the chapter, the participant should be able to understand:

- a. *The holistic way in which REEP works with people living with HIV/AIDS*
- b. *The importance of developing partnerships in addressing the HIV/AIDS agenda.*

The Rural Education and Economic Enhancement Programme (REEP) is a Non-Governmental Organisation (NGO) founded in Butula District, western Kenya, in 1997. The NGO has since expanded its operations to cover Nambale District.

REEP pursues an integrated community HIV/AIDS programme that focuses on awareness, prevention, care and support. The programme targets people infected and affected by HIV/AIDS, including People Living with HIV/AIDS (PLWHAs), orphans and vulnerable children, widows, widowers, care-givers, and the youth. The NGO's interventions start from a Voluntary Counselling and Testing Centre (VCT). This is the first stage where an individual is confronted with the reality that they are HIV positive and need to come to terms and adjust their life accordingly. If diagnosed HIV negative, they also realise they have been

engaging in risky behaviour and need to adjust it.

When REEP started working in Butula, people were less willing to talk about HIV/AIDS. Stigma and discrimination among those living with HIV/AIDS was high. Women who lost their husbands and children who lost their parents were disinherited and discriminated against. A majority of the people in this rural community were ignorant of their rights and less people were willing to talk about the vulnerability of women and children.

REEP started working with these communities in four thematic areas namely the prevention of new infection, mitigation of HIV/AIDS impact, capacity building, and protection of human rights. For each thematic area, REEP carries out several activities which include enterprise promotion, support for orphans and vulnerable children (OVC), care and support



The REEP complex and inset a team of REEP staff combining business counsellors and social workers.



for PLWHAs, child protection, gender equity, agriculture, and behaviour change communication.

In 2004, REEP started implementing the LIFE project in partnership with APT Action on Poverty, an NGO based in the UK, which had substantial experience implementing enterprise development projects. The partnership with APT broadened REEP's focus from a medical approach to a broader based mitigation and coping strategy that included the provision of sustainable livelihoods for PLWHAs.

The medical approach involved measures to prevent the spread of HIV/AIDS, including the provision of care and treatment for PLWHAs but it omitted a livelihoods dimension. Over years of working with PLWHAs, REEP had learned that although treating the clinical and emotional symptoms that HIV produces is important, providing the means to withstand the economic shock that a positive diagnosis imposed upon a household was also significant. There is also the fact that since ARVs enable people to live longer and a more productive life, they also need a means of livelihood sustain that.



Partnership with Big Lottery Fund has enhanced REEP's interventions.

Thus, REEP expanded the concept of mitigating the impact of HIV/AIDS from the provision of treatment, counselling, and care for victims to include support for sustainable livelihoods. The enterprise development programme was then initiated to improve the capacity of household members to generate sustainable income, and establish the right of PLWHAs to access services and overcome discrimination. The programme promotes home gardening and the production of nutritious foods for PLWHAs, which then improves the efficacy of the ARVs taken, contributing to quality of life.

Facts

- Together, health care professionals, community workers in the field of HIV/AIDS, and enterprise development workers, can enhance each other's outcomes, leverage resources and have a higher impact in communities.
- For healthy collaboration, it is important for the HIV/AIDS sector and the enterprise sector to understand the operational realities and programming potential of the other sector. Comprehending one another's 'language' can foster communication, facilitate leveraging on each other's strengths, and minimise a duplication of effort.

Task

1. "Sometimes, two plus two is said to add to five". What do you think about this statement?
2. List all the players working in the area of HIV/AIDS in your Location. List any unique features you can identify in their work. What can you learn or borrow from each?
3. How can you apply the concept of synergy/partnership to enrich your work?
4. Discuss the problems a poor person requiring HIV treatment would encounter in your area. Suggest possible ways of addressing the problems.



1.2 Including PLWHAs in Enterprise Development

Chapter Objective:



At the end of the chapter, the participant should be able to understand:

- a. *The impact of HIV/AIDS on livelihoods*
- b. *Why enterprise development should include the situation of those infected with and affected by HIV/AIDS.*



Bee Keeping: One of the enterprise development projects supported by REEP.

HIV/AIDS is a problem of society, not a select few. It affects everyone - whether HIV positive or HIV negative. Apart from people who are HIV positive, there are many more people who are affected by the disease. They include households that must cope with the loss of members to the disease and families who have to care for HIV positive relatives.

The magnitude of those infected, and those affected, makes HIV/AIDS a problem of global concern. According to estimates from the *UNAIDS Global Report 2010*, over 33.3 million people in the world were living with HIV/AIDS by the close of 2009. Of these, 2.5 million were children. An estimated total of 16.6 million children were orphaned by HIV/AIDS in

the same period. The report estimates that 68 per cent of all people living with HIV reside in sub-saharan Africa.

In Kenya, HIV/AIDS prevalence is estimated at 7.4 per cent among adults, according to the Kenya AIDS Indicator Survey (KAIS), quoted in the *Kenya Demographic Health Survey 2008-09 of June 2010*. The survey indicates estimates that 1.4 million adults age 15-64 are infected with HIV/AIDS.

According to REEP, the infection rate in Butula and Nambale Districts, where the NGO's programmes run, is estimated at 9 per cent.

The global scale of this pandemic has the potential to threaten the well-being of entire so-



cities. It removes people in their prime, thus stealing the most productive stages of their lives.

While the pandemic attacks the individual, it impacts not only on the individual and their immediate family and household members, but also all segments of society and all sectors of the economy. Organisations working in livelihoods and enterprise development there-

fore need to look at HIV/AIDS as their problem as well because if it is not checked, it can lead to the loss of the most productive segment of the population. It can also affect productivity through loss of time as employees seek treatment, lack of morale due to isolation and stigma, and low stamina levels.

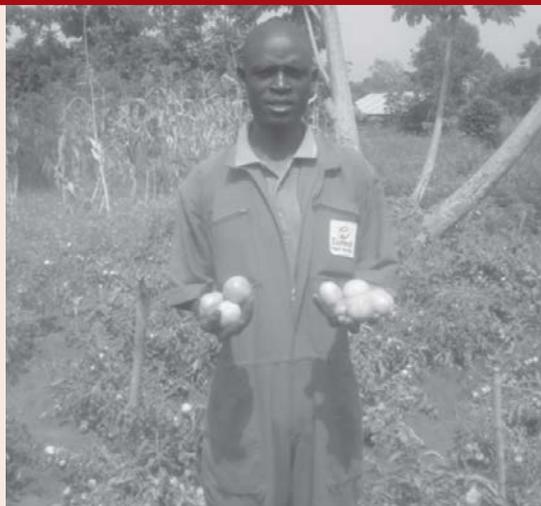
Indeed the prevalence of HIV/AIDS has the potential to adversely affect economic growth.

Facts

- HIV/AIDS increases poverty while poverty increases one's vulnerability to contract HIV/AIDS. If the goal of enterprise is to alleviate poverty, enterprise must participate in efforts to combat HIV/AIDS.
- HIV/AIDS has the potential to reduce productivity owing to health and cost implications to an individual. If this is not addressed, businesses and farms face a higher risk of collapsing.
- Micro-finance institutions consider those infected as a higher risk population. While insurance can mitigate this problem, the attendant premiums may be relatively higher for those infected.
- Micro-enterprises have a critical role to play in stopping the pandemic, saving lives, and helping communities re-enter the path to global progress. Enterprise development practitioners need to consider integrated programming as a mitigation strategy through:
 - Enhanced outreach to the poor
 - Improved economic growth outcomes
 - Minimising risk among their own employees
- It is possible to avoid the hardship caused by the pandemic if timely action is taken to secure sustainable livelihoods for PLWHAs through enterprise development initiatives.
- Stopping the pandemic calls for a comprehensive approach, including an integrated package of health and economic support. Micro-enterprise development is critical to any economic development package targeting the poor.

Task

- a. *What kind of support do you think micro-enterprises can give to the fight against HIV/AIDS?*
- b. *How does HIV/AIDS affect enterprises? (consider lower productivity, labour shortages, skill shortages, reduced family support network, high health costs, increased risk of doing business etc)*
- c. *In what kind of enterprises would PLWHAs be most likely to succeed?*



Small-scale farming: An appropriate enterprise for Tobias Owino (pictured).



1.3 Including Enterprise Development in HIV/AIDS Programmes

Chapter Objective:

At the end of the chapter, participants should be able to understand why enterprise development is an essential and integral component of HIV/AIDS interventions.



A micro-enterprise is a small-scale owner-managed business run either formally or informally for purposes of generating income for household use. In the REEP programme area, examples of enterprises run by PLWHAs include bee-keeping, poultry keeping, horticulture, agri-business such as stocking and sale of cereals, and petty trade.

Enterprises need to pay attention to HIV/AIDS because the problem impacts heavily on the social and economic development of a people. Once the disease is diagnosed, a person is likely to be stigmatised. This leads to social and economic isolation, making it hard for the infected to operate as a normal member of society.

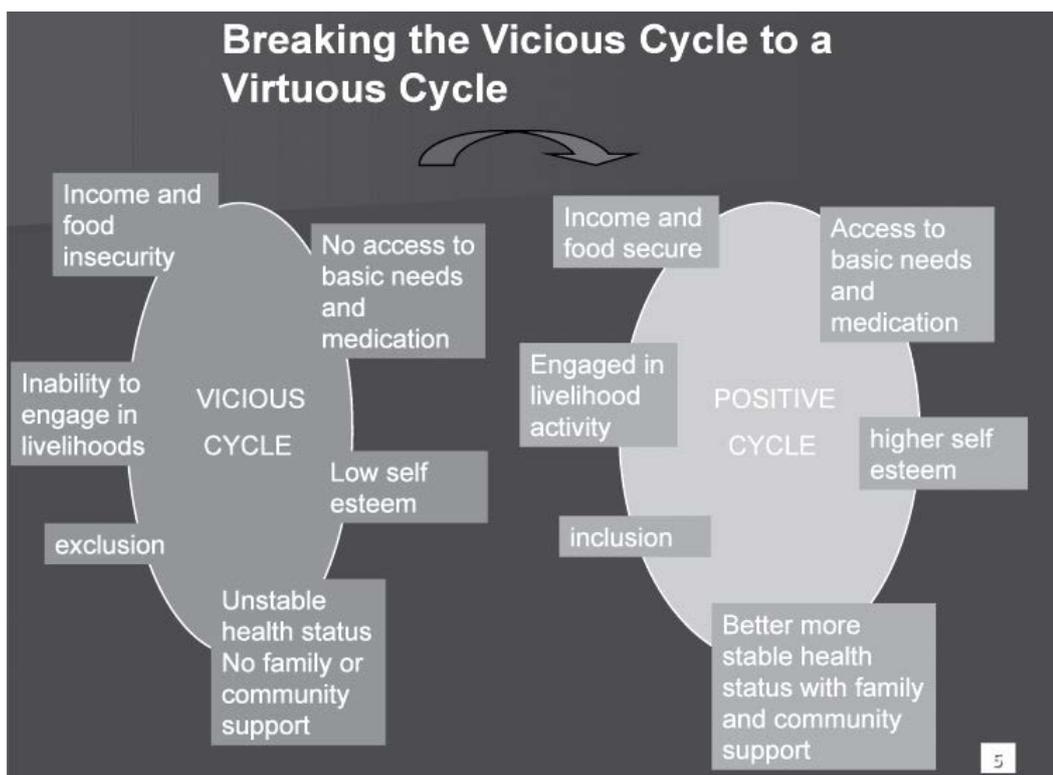
HIV/AIDS also has an economic toll on society resulting from loss of the income-earning population due to death, increased medi-

cal expenses, and the incidence of orphans, which often drain household incomes. People infected by HIV/AIDS also need access to health-care along with sustainable livelihoods to improve their physical wellness and economic security. Often, widows are disinherited when extended families lay claim on land and property following the death of spouses. This increases poverty levels for the affected.

There is need to engage persons infected and affected by HIV/AIDS in businesses so that they can gain access to support services that will assist in the prevention, care, and treatment efforts.

It has been established that PLWHAs who are on ART live longer if they are able to access a nutritious diet, at an affordable price. Thus, the issue of resources is vital in the management of HIV/AIDS.

The diagram below illustrates the impact that diminishing resources can have on PLWHAs.





Involvement in enterprise facilitates access to finances, enabling persons affected by HIV/AIDS meet their care and support needs.

Enterprise development for PLWHAs has the potential to break the vicious cycle of poverty and HIV/AIDS. The aim of the enterprise should be to stop the downward spiral indicated in the diagram.

PLWHAS need services that enhance not only their health, but also their future well-being. To achieve this, they require a supportive communal network and institutional framework within which they can function; one that enables them to secure a nutritious diet in order to protect household members from further vulnerability to HIV/AIDS; one that nurtures their capacity to generate income

when weakened by physical illness and social stigma, and one that empowers PLWHAs to plan for the future.

Enterprise also facilitates access to finance, which is essential to enabling persons affected by HIV/AIDS meet their care and support needs. Given that the vast majority of poor people earn their livelihood from microenterprises and small-scale farms, Micro Enterprise Development (MED) is a key poverty reduction strategy. Thus, it can contribute to more effective prevention, treatment and care and support of people infected with, and affected by, HIV/AIDS.

Facts

- Engaging PLWHAs in Enterprise empowers them. Empowerment gives people confidence to do something for themselves, which leads to increased respect from others. This in turn generates attitudinal and behavioural change towards people living with HIV/AIDS.



Factors that impede HIV positive people from running successful enterprises:

1. Low self esteem
2. Health complications as a result of HIV/AIDS infection
3. Stigma from self and also the community
4. Lack of capital due to disinheritance and especially of property and assets
5. Lack of family support
6. Lack of knowledge and information on business development, planning and management and lack of access to capital from MFIs

Helping HIV positive people get into business

- Help them identify their skills
- Help them identify the constraints / limitations that their HIV status / care responsibilities present*
- Help build their self-confidence*
- Help them generate ideas based on their interests and business preferences
- Work with them to select the most appropriate idea based on skills, market demands, land available, soil quality, operating space, resources available, government policies and regulations, etc.
- Help them to access the support services they may need (e.g linking them to providers of technical services, credit, training)
- Help them understand the basics of business management such as starting the business, record keeping, marketing, savings and investment, business expansion etc.

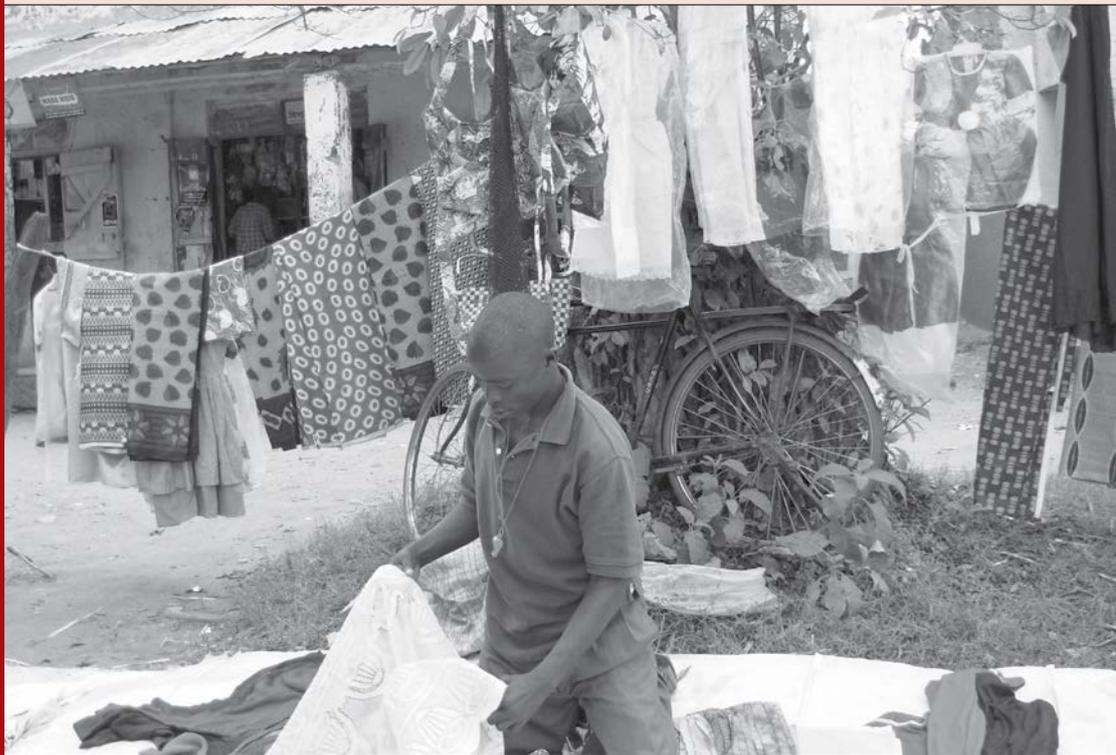
**Techniques for getting into business are similar for all individuals but the ones with a star are particularly relevant to PLWHAs.*

Task

- a. *Poverty and HIV: which causes the other?*
- b. *Discuss the impact poverty has on the spread of HIV/AIDS. You may want to consider the following areas:*
 - i. *Prevention efforts (ccess to education, health care, employment, income, alternatives to high-risk livelihoods, etc)*
 - ii. *Testing and treatment (cost of treatment, food, access to medical facilities etc)*
 - iii. *Care and support (income, assets, ability of family members to support, loss of bread winners, guardians, etc)*



Enterprise development with people living with HIV/AIDS



- Preamble
- Mobilising community response to HIV/AIDS
- Counselling
 - Voluntary Counselling, Testing and Referral
 - Psycho-social support
 - Business Counselling
- Enhancing Food Security
- Enterprise Skills Training
- Generating Business Ideas
- Resource Mobilisation
- Marketing Support



2.1 Preamble

Enterprise development workers need to take cognisance of certain interventions that may be unique to PLWHAs. PLWHAs lack economic power because they are often stigmatised, segregated, and disinherited. Enterprises are meant to give sustainable livelihoods and secure economic returns to those who are infected or affected by HIV/AIDS to ensure that they regain their self-esteem, re-route themselves to a productive path, and continue to enjoy improved livelihood.

A livelihood is the means by which households obtain and maintain access to the resources necessary to ensure their immediate and long-term survival. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities, assets and entitlements both now and in the future, while not undermining the natural resource base. (APT)

It is important for people working in the enterprise sector to appreciate aspects of community health work as a way of understanding opportunities to partner in interventions they themselves may not be pursuing, or borrow from areas that may be pertinent to their own operations.

This section looks at the various initiatives REEP undertakes to ensure sustainable livelihoods for PLWHAs and the actual approaches adopted. It describes interventions that are essential if organisations want to do enterprise development work with people living with HIV/AIDS or include PLHAs in their work.

2.2 Mobilising Community Response to HIV/AIDS

Stigma and discrimination seriously undermine efforts to fight HIV/AIDS. Stigma marginalises PLWHAs, contributing further to their social isolation and rejection. The need is to change attitudes and practices at community level and reducing fear about disclosing one's HIV status.

PLWHAs need to be encouraged to accept their status and disclose this to family members and the general community. This has the impact of reducing stigma and creating a conducive environment for doing business to improve livelihoods.

Raising awareness efforts among the general public is required to ensure that the community first accepts and then becomes willing to interact with PLWHAs in business transactions. This reduces stereotypes that the HIV virus can be transmitted through products like tomatoes, fish, meat, ready food, and vegetables sold on markets.

To check the impact of HIV/AIDS, REEP has embraced the prevention of new infections as one of its strategic goals. Commitment towards this goal is underlined in REEP's motto of ensuring An AIDS-free Generation . Prevention efforts include mobilising the community and sensitising them on crucial aspects of HIV/AIDS prevention and management.

Mobilisation is therefore the entry point of REEP interventions in the community. This is done by:





- Inviting community leaders for initial planning meetings for sensitisation campaigns. This is done through writing letters of invitation, telephone calls, or word of mouth. Letters are, however, preferred to ensure that the event is official and will be taken seriously.
- Identifying and targeting appropriate forums for mobilisation. Forums used are community outreaches, Chiefs' Barazas (meetings), churches, local institutions, organised groups, public functions, funeral gatherings, and other public fora in local institutions.
- Creating awareness on the subject of HIV/AIDS through distribution of information, education, and communication materials such as brochures, posters, banners and T-shirts.
- Selecting a suitable method of information dissemination depending on target audience. The methods may include talks, testimonies/case studies, theatre, video shows, and music. To exploit the power of music in communication, REEP has formed the Positive Melody Choir, entirely made up of PLWHAs, to be utilised in awareness efforts. An

example of how these instruments are used can be found in REEP's interventions with young people, who are the ones mostly targeted by prevention efforts. Here, video shows are utilised for behavior change communication to highlight aspects like early marriages, rape and defilement, and pre-marital sex. The videos are incorporated in school outreaches and talks by guest speakers or other youth.

Utilising the above forums to disseminate a variety of information. The information may include:

- **Basic Facts on HIV/AIDS-** modes of transmission, risk assessment/ myths and misconceptions, prevention, reproductive health and behaviour change communication, stigma and discrimination.
- **Human Rights-** Forms of abuse, rights of men and women, children's rights, succession of property and land, land law, importance of income generation activities/ enterprise development

Task

Imagine that a group of professionals has contacted your organisation to partner in hosting a free medical camp in your area. Your organisation has chosen you as the contact person in hosting the event. How would you contribute to ensuring that the local community derives maximum benefits from this free initiative?

- *Define the objective/theme of the event*
- *Define your target audience. Is it largely adult or youth? Male or female?*
- *Are there cultural issues that could affect the interaction of your audience members?*
- *In message delivery, the listening span of adults, for example, is relatively less. How do you wish to capture and sustain their attention? Will you consider some participatory approaches?*
- *The youth are normally captivated by theatre, video and role plays. How do you intent to use them?*
- *What other issues do you wish to consider?*



2.3 Counselling

2.3.1 Voluntary counselling and testing and referral

Following community sensitisation initiatives, community members are normally encouraged to go for voluntary counselling and testing for HIV. This service is provided by REEP's Voluntary Counselling and Testing (VCT) Unit, which runs both mobile and static clinics.

At this stage, REEP begins a journey to other community interventions. Persons found HIV negative are advised on how to avoid infection and live without HIV. They are taken through a counselling programme on issues like abstinence, the importance of remaining faithful to one partner, and condom use (ABC).

Those who turn out positive are given additional counseling on how to protect themselves against re-infection. In addition, they are made aware that spiritual counselling is vital while dealing with guilt and blame. They are then put on treatment in a programme REEP runs jointly with partners e.g. Ministry of Health and the Academic Model Providing Access to Health Care (AMPATH) a research based organisation operation in Busia county in Kenya.

Post-test counselling aims at assisting clients to:

- Accept their HIV positive status. It emphasises the importance of acceptance.
- Know what to do and where to go when they get sick
- Understand how to maintain good health
- Seek ongoing counseling services when they experience difficulties coping with their HIV status. Such difficulties may in-



A group support training session.

clude stigma, denial, or adverse reaction to drugs

- Know the importance of self disclosure to the family and the public
- Know that life has to go on whether one is HIV positive or not. Clients are informed of the importance of PLWHAs support groups.

2.3.2 Psycho-social support

Clients identified as HIV positive at the REEP VCT are linked to support groups for psycho-social support. The main focus of psycho-social support is positive living.

HIV positive people need to be encouraged to feel they are still useful members of society. They need to understand that HIV/AIDS is not a death sentence and those infected can continue leading productive lives. Thus, psycho-social support is meant to reduce stigma and encourage integration.

REEP conducts continuous counseling sessions to clients to help:

- Assess the level of acceptance, coping and behaviour change. This may include education on stress management, counseling on acceptance of status, disclosure to relatives, importance of nutrition, prevention of mother-to-child infection, and management of opportunistic infections.
- Attend to issues like opportunistic infections, drug adherence, nutrition, and succession (i.e. disinheritance of widows and OVC).
- Gender based violence, and sexual violence which includes sodomy, defilement and child trafficking.
- Refer clients to other institutions for expert help e.g. to hospitals (for treatment or post exposure prophylaxis), Children's Department, and the Land Tribunal.
- Refer clients to PLWHAs support groups for reduction of stigma and discrimination.
- Benefit from experiences of other HIV positive clients who have gone public e.g. members of the Positive Melody Choir and star entrepreneurs.
- Develop a 'memory box' to help write wills and keep important documents like title deeds, identity cards, death certificates, and photographs which are useful to widows



and OVCs in matters of succession (e.g. land and property inheritance).

So far, REEP has established over 100 support groups with over 8,500 people living with HIV/AIDs. These support groups have been instrumental in dispelling the 'why me' fears. While in support groups, clients get to know that HIV is a universal problem, affecting many more people and not just themselves. This knowledge helps them to take initiatives that can change their lives positively.

The formation of support groups depends on objective and need. For example, groups can be formed around HIV positive youths, discordant couples, and other PLWHAs. Through the support groups, clients are linked to other services e.g. comprehensive care clinics at hospitals, counselling, nutrition support, land tribunals, children's department and business support. Referrals adopt a two-way traffic system from one institution to another for specific services as demanded by clients.

For existing support groups, REEP provides assistance by availing information on positive living and the importance of working in groups.

2.3.3 Business counselling

Counselling in general helps to raise self-esteem by reducing self stigma and discrimination. To aid this process, clients are exposed



Enterprise team visiting a farmer.

to business counselling to help them identify possible solutions to economic challenges brought about by HIV/AIDS. This then forms an important basis for the development of enterprises among PLWHAs.

The REEP programme ensures effective counselling to identify root causes of business problems as a basis for developing enterprise plans. In the course of business counselling, priority aspects are discussed. These include business idea generation, assessing skills available, resource base to support initiation and expansion of business, presence of markets and the prevailing purchasing power, and opportunities for further business investment.

In the counselling sessions, entrepreneurs are encouraged to involve family member in enterprise planning and management. This helps cushion the enterprise in the event of sickness or death.

Approach adopted by REEP

- Every Business Counsellor is assigned clients to deal with
- Counsellors are given motor bikes to facilitate ease in movement
- Counsellors make a schedule of who to visit and when
- If clients have a problem, they can call Business Counsellors even outside the normal visit schedule.

The physical, psychological and social health of an individual and the health of their enterprise often affect each other positively when times are good and negatively when things are going badly.

Business counsellors and health counsellors therefore work together, complimenting each other's efforts. As such, they are able to refer clients to counsellors with other specialist skills as required. Where there is an HIV/AIDS programme in the neighbourhood therefore, enterprise workers may receive counselling support from a Community Health Worker (CHW) or support group.



Quest for food security: Nutritious diet helps combat the effects of ARVs.

2.4 Enhancing Food Security

To encourage positive living, people infected by HIV/AIDS need to achieve some degree of self-reliance for themselves and their families. Food security is therefore important for providing a nutritious diet to combat the effects of ARVs while also acting as an income-generating activity.

The capacity to afford a nutritious diet ensures longevity of people infected by HIV/AIDS. As indicated by Kenya's *Ministry of Health 2006*, 'Malnutrition and HIV/AIDS are synergetic and together create a vicious cycle that weakens the immune system. When the immune system is functioning optimally, it helps slow the progression of HIV into AIDS, and increases survival. Generally, immune suppression responds rapidly to nutrition intervention.

REEP's enterprise promotion initiatives therefore start from the point of addressing people's food security. This is because hunger and malnutrition increase people's vulnerability to HIV/AIDS.

Through the LIFE project, supported by APT, REEP provides advice and support on being more strategic about what types of crops to grow in terms of plot size, land and soil type, seasonality, duration, yield and decisions on the balance between produce for domestic consumption and sale, as well as composting, pest control, establishing a nursery and seed bulking and banking. Areas targeted include agriculture, horticulture, livestock, poultry and bee-keeping, as well as other busi-

nesses such as petty trade, tailoring, hotel keeping, selling snacks, and selling second-hand clothes, both on individual and collective basis.

In the agriculture component, PLWHAs are taught how to cultivate kitchen gardens to meet their dietary requirements. The crops planted include indigenous vegetables (*kunde, saka, murere, dodo, sutsa*), horticultural crops (onions, kales, tomatoes, water melons and coriander) and food crops (cassava, ground nuts, soya, arrow roots, beans, sorghum, finger millet and sweet potatoes).

First, project staff establish the cause of food insecurity in a given area as a basis for building their programme. Working with beneficiaries, they identify viable food crops for the area. They then source certified seeds for the identified crops and distribute them to a few support groups for seed bulking and multiplication. When the seed is ready, it is re-distributed to individual support group members for planting.

The project also facilitates the establishment of kitchen gardens to members of support groups for nutritional support at household level. This is done through provision of quality African Indigenous Vegetable Seeds e.g. Cow Peas (*Kunde*), Black Night Shade (*Sutsa*), Spider Herb/ Weed (*Saka*), Pumpkin (*Malenge*), Crotalaria (*Miroo*), Amaranth (*Dodoo*), and Jute Plant (*Mrenda*).

The project encourages large scale production of the above crops as the surplus can be sold to supplement household income which in turn may help start other new enterprises.



Some causes of food insecurity

- Low soil fertility
- Poor farming techniques
- Poor choice of food crops
- High cost of farm inputs (seeds and fertiliser)
- Effects of HIV/AIDS.

Some crops that promote food security

- Cassava
- Sweet potatoes
- Arrow roots
- Finger millet
- Sorghum

Approach adopted by REEP

- Extension workers establish cause of food insecurity
- Viable food crops for the area are identified in consultation with the community
- Extension work is done in the community where advice is given on proper land preparation
- Start-up seeds are provided to model farmers
- Seed-banking techniques are promoted. After start-up seeds are provided, farmers are expected to produce own seeds for self to other farmers in area. This way, seed multiplication is done making it possible for seeds to reach more people.
- The community is trained on proper farming methods (how to make composite manure, disease control, harvesting and storage)
- Farmers are advised not to sell entire produce on harvest

Case Study



She farms for food and income

Upon losing her husband, Naomi Achieng', 37, accepted to be tested for HIV during REEP's Mobile VCT Service.

She received counseling on positive living and how to cope with life as a widow.

The Health Unit referred her to Enterprise Department where she was trained on food security and household nutrition. After attending several training sessions, she started implementing what she had learnt on nutrition, food security, and income generation.

She has established a model kitchen garden and grows cassava, orange fleshed sweet potatoes and beans. These crops are able to meet her needs for food and leave a surplus for sale. Through field follow-ups to Naomi's household by the enterprise team, it has been observed that she generates sufficient food for the family with modest additional income through the sale of bananas. She is able to fend for her three children and take them to school.



Naomi tends to the produce of her farm. Finally seeing the fruits of her labour, Naomi has turned farming into an income-generating activity.



2.5 Enterprise Skills Training

In order to stimulate entrepreneurial behaviour, PLWHAs are taken through a participatory training programme. The following steps are adopted in developing the programmes:

- *Training Needs Identification:* Meetings are held with beneficiaries to help them identify gaps in existing livelihood activities. This translates to a Training Needs Identification.
- *Design of training programme:* Training programmes are designed based on the needs identified. This involves analysing the gaps and challenges identified



Participants share experiences during a training session.

during needs assessment, then clustering them into similar topics. A training programme is then developed to cater to the identified needs.

- *Conducting of training activity:* The enterprise team, together with beneficiaries, identify suitable training venues which are easily accessible by participants. They may use local churches, community halls or schools when classes are not in progress. The training programmes are designed to last for a period of between 3-6 days depending on the needs raised by the participants and other emerging issues during the training. Normally the courses are tailored to last a maximum of six hours a day in order to give participants (the majority of whom are widows) sufficient time to go back home and attend to the needs of their children and other dependants.

Facilitators are drawn from government line ministries, farmers training institutes, REEP enterprise team, farmers themselves and star entrepreneurs.

During the training, participants are required to share personal social and economic experiences. These experiences help in developing action plans at the end of the training, which then act as a guide during enterprise activity implementation at field level for both support groups and individuals.

Sample Course Design

Venue: On-farm training encouraged because of low levels of educations; training practical

Duration: Up to 3 days. Sometimes, the course is made to last only half-a-day to allow participants to attend to other activities that support their livelihood. Training has to fit into people's timetable. For example, time is allowed for market days, funerals or safaris. Thus, training is designed to suit the people's social life.

Class size: About 30 per class but there could be a class of one (1) as when an Animator visits a farmer or vice versa.

Facilitation: Star entrepreneurs are identified to become animators to train others. Specialised training is also given in areas like bee-keeping, assembling hives

Topics

- *Business Start-Up and management Skills*
- *Food Security and Nutrition*
- *Leadership and Group Dynamics*
- *Trading within the community (debt and credit management)*
- *Marketing (customer care and value addition, packaging and commodity pricing, quality and quantity management)*
- *Savings and Investments*



Poultry keeping is a vital income-generating activity.



2.6 Generating Business Ideas

The next step of enterprise development involves generation of business ideas and identification of viable options. This is done during visits made by the enterprise team to beneficiaries' homes and work stations. During the visits, the beneficiaries are made to appreciate the skills at their disposal, the resource base they have, and opportunities within the environment which they can exploit.

Working with the prospective beneficiary, a set of viable business ideas is developed. The

beneficiary is then asked to choose one of the business ideas to pursue.

For those beneficiaries who are already in business, a thorough analysis is done on the business to help them assess its rate of return and its suitability in relation to the needs of the beneficiary's household.

If the business is found to be viable, the beneficiary is assisted through business counselling to put in proper mechanisms for business expansion. If the business is found unsuitable, the client is taken through the whole process of new business idea generation.

Possible small-scale business ideas

- Growing horticultural crops (water melon, pepper, kales, etc cassava, millet sorghum etc). Clients are encouraged to produce for consumption and sale.
- Running kiosks
- Poultry keeping
- Pig rearing
- Bee keeping for enterprise
- Growing Napier grass
- Salons, barber shops
- Tailoring shops
- Selling paraffin
- Selling second hand clothes (Mitumba)

Approach adopted by REEP

- Individuals encouraged not to enter a business whose market is saturated
- Individuals encouraged to trade in items that are marketable
- Involvement of other family members is encouraged in enterprise because of possibilities of erratic health conditions.



2.7 Resource Mobilisation

Naturally all business start-up and expansion activities require resource input. For PLWHAs, it becomes challenging to acquire enough financial and material resources for business start-up and expansion. To address this challenge, the enterprise team focuses on four levels of resources mobilisation:

- **Converting Household Resources into Business Resources:** Through business counselling, beneficiaries are made aware of how they can convert some of their existing resources such as livestock, land, trees, or water reservoirs into business resources so as to help generate income which can be re-invested to start-up other viable enterprises.
- **Merry-Go-Rounds and Table Banking:** Beneficiaries are encouraged to participate in merry-go-rounds which are facilitated through visits to individual support group members' households. As these visits are done, members agree to contribute a specified amount of money ranging from Ksh. 20-50 to individual members. The project team encourages that on receiving this money, the member injects some of it to new or existing enterprises as capital. In addition, members are encouraged to start micro-savings and lending facilities within their support groups through a table banking scheme. The rate of borrowing for individual members highly depends on their ability to save. The savings and credit scheme has seen tremendous growth in businesses among the PLWHAs given that the terms and conditions required to access these funds are friendly.
- **Provision of Start-up kits and Equipments for Agribusiness Clients:** The enterprise team, through the project, then provides start-up inputs to PLWHAs for their agri-businesses. These include horticultural seeds, food crop seeds, pesticides, fungicides, and

Emerging From The Shadows

Two years ago... I just sat waiting to die

Look at the house I have built. I take care of my three children despite being widowed

I used to cry and hide from people because of my status

Today I am a farmer taking care of my family

I tested positive and wanted to die

Today I have many friends and I am running my own enterprise

I feared the future. I had nothing to look forward to

Look at me now!

Promoting Self Reliance For Stigma Reduction
AN AIDS FREE GENERATION

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KEEP
A NEW DAWN



bee-hives. The team has also established a good working relationship with other agencies which in turn has facilitated the acquisition of additional farm inputs for PLWHAs through government programmes such as National Agricultural Input and Acquisition Acceleration Programme (NAIAAP), and the National Agricultural Livestock Extension Programme (NALEP).

- *Linking PLWHAs to Microfinance institutions for Credit Facilities:* For start-up capital, PLWHAs are linked to microfinance institutions (MFIs) where they can then obtain credit. The project has managed to engage K-Rep, a local MFI, to advance credit facilities through its Financial Service Association programme (FSA) without necessarily requiring collateral. This has enabled PLWHAs to establish and strengthen their businesses. However, some microfinance institutions are still quite reluctant to advance credit to PLWHAs based on their HIV Status demanding that an extra fee is paid for the loans to cover for insurance in case of death.

2.8 Marketing Support

The Enterprise team continuously provides marketing support services to PLWHAs. As noted in the Training Needs Analysis, all enterprise support is provided on a needs-basis.

Marketing support services provided include:

- *Collection of Market Information:* This entails an in-depth understanding of existing and potential customers to establish their needs (quality, price, etc), and demand levels (quantity).
- *Pricing strategies, promotion strategies and channels of distribution:* An understanding of customer characteristics helps business persons design suitable pricing and promotional strategies, and pick on less costly but effective channels of product distribution. This is useful in helping entrepreneurs enhance customer attraction and retention, thus leading to increased sales and profits.
- *Improving customer care:* through marketing training, business counselling and advisory services, entrepreneurs come to understand the importance of customer care; that it is important to treat the customer as 'king'. Entrepreneurs are trained to handle

Case Study

Leading productive life as model farmer

Godfrey Bwire, 33, initially lived in isolation in Kajoro Village, Nambale District. Following a community awareness programme by REEP, he volunteered to be tested for HIV. He turned out to be positive.

Through the Health Unit, he was taken through psychological counselling to enable him cope with his HIV status. He joined a support group of fellow PLWHAs where following training, he started practicing horticulture. He did so well that he earned the nick name of "Baba Sutsa" (literal for vegetable supplier) in Nambale centre and its environs. Today, he is an animator in his group.

From his savings, he has bought a dairy animal for milk production. The animal gives him 3 litres of milk daily, which he finds enough to use and get a surplus for sale.

Now a model farmer, Bwire has a demo plot for practical training and skills development in agriculture. On the plot, he grows food crops and practices horticulture.

From the proceeds, he is able to fend for his household comprising five members.



Godfrey and his wife admire a banana in a demonstration plot.



Earning income from small-scale businesses boosts self-esteem.

customers with courtesy, to extend manageable credit facilities to customers and to encourage them to buy more.

- **Enhancing Value Addition:** Since PLWHAs are at a disadvantage and cannot compete equally with others, it is important for them to undertake value addition activities to give them a competitive edge. This involves adding a unique feature to one's business, product or service as opposed to the ordinary way like everybody else does. For example, an entrepreneur operating a food kiosk can provide warm water for washing hands or free fruit salad after a meal, with the cost slightly being factored per plate of food.
- **Conducting Business Clinics:** Traders dealing in similar products are brought together to share experiences that can help improve their trade. For example, a group of fishmongers can be brought together to address issues affecting their enterprises. This way, entrepreneurs get practical solutions from an expert or their colleagues on how to address challenges facing their business.
- **Marketing Organisation and Direct Market Linkages:** Entrepreneurs are organised into marketing groups for bulk-building purposes. This facilitates increased produc-

tion (quantity). With bigger bulks, the entrepreneurs have substantial reduction in costs of transport and distribution. This gives them more collective bargaining power in markets.

Approach adopted by REEP

- **Product:** Bulk building encouraged to give economies of scale (better price, better negotiation). Community encouraged to plant as individuals but market as group.
- **Price:** Include expenditure at production, include desired profit.
- **Promotion:** Brochures, use of Marketing Agencies e.g KACE.
- **Distribution:** Go beyond local market place, e.g Kales are taken to Kisumu or Muias for sale.



The Life Project: REEP's Experience of working with people living with HIV/AIDS



- Preamble
- Using Community Volunteers as Animators
- Developing Star Entrepreneurs and Model Farms
- Support of Orphans and Vulnerable Children
- Working with Young People
- Memory Boxes
- Monitoring and Evaluation
- Conclusion



3.1 Preamble

Whereas interventions described in chapter 2 are essential if organisations want to do enterprise development work with people living with HIV/AIDS or include PLHAs in their work, the interventions described in chapter 3, while not essential, are very much complementary and offer a fuller, more complete and holistic approach that recognises the different aspects of the lives of PLHAs.

PLWHAs find themselves in unique situations, according them unique characteristics which development workers must pay specific attention to. The success of REEP programmes has partly been due to their ability to recognise this uniqueness and fashion the right interventions for them.

As such, the elements of the LIFE project described here are considered very much desirable and preferable.

3.2 Using Community Volunteers as Animators

PLWHAs are faced with various challenges including attacks by opportunistic infections, discrimination from the community, low self-esteem and violation of their human rights, which negatively affect their lives. Thus, they require frequent visits and support.

Such support cannot be realised if REEP was to depend solely on its staff. With the help of the Local Administration and other Community Based Organisations (CBOs), REEP identifies volunteers with whom it works towards its mission. These volunteers work as Community Health Workers (CHWs), Paralegals, Parent Educators, and Enterprise Promotion Animators. Most of these are unpaid and as such, the programme can be sustainable given the right balance of motivation and incentives.

Enterprise Promotion Animators are community volunteers entrusted with the responsibility of enhancing project activities within

the community in three areas namely poultry farming, bee-keeping and horticulture. Enterprise promotion animators have proved effective in the development, growth, and sustainability of enterprises. They have to a larger extent made the work of REEP staff easier as they are able to undertake project monitoring and follow-up activities.

Volunteers interviewed indicated that they are motivated by the desire to do something socially useful for their communities, the good feeling and self-esteem this generates within and the respect it earns from others. Working with community groups enabled them to be active, alert and engaged.

To ensure effectiveness in their work, animators are given follow-up forms which help to track day-to-day activities of enterprises. The income tracking form helps track the income levels of beneficiaries. Once every quarter, all project animators meet with the enterprise team to analyse results from the monitoring tools.

3.2 Developing Star Entrepreneurs & Model Farms

REEP also uses the concept of star entrepreneurs and model farmers to act as role models for other project beneficiaries. Experience shows that PLWHAs are easily influenced by positive role models, both as peer speakers and technical advisers. The activities of star entrepreneurs and model farmers provide rich forums for experience sharing, capacity building and role modeling. The use of star entrepreneurs and model farmers has proved effective because a person who is HIV positive is likely to emulate a fellow member involved in a successful enterprise.

The process of developing star entrepreneurs begins with general performance appraisal of all the entrepreneurs. Those with exemplary performance are selected as star entrepre-



neurs/ model farmers and may end up becoming animators in various lines of enterprise promotion.

Exchange visits are then organised between the Star Entrepreneurs identified or their support groups to enhance their effectiveness.



Model farms are used to train farmers.

Approach adopted by REEP

- Star entrepreneurs start off at the same level as other farmers. They are selected from those whose enterprises excel
- They are trained and used as models
- They are then used to train and advise others on best practices
- Their farms are used for practical training purposes
- They visit farmers and their farms are also visited for learning purposes
- They can be used as resource persons in courses
- They are given bicycles for ease of movement
- They serve on voluntary basis as no remuneration is given.
- Bee-keeping animators are, however, regarded as more specialised animators, and are paid a minimal sum of money financed by beekeepers.

Task

1. Are businessmen born or made? Give examples.
2. Think of a successful entrepreneur in your area. Discuss how his business has evolved and what you think helped him achieve the success

3.4 Capacity Building for Volunteers

The volunteers enlisted by REEP are taken through training to develop their capacity to handle PLWHAs. The capacity building programme targets voluntary groups as follows:

(a) Community Health Workers (CHW)

They are charged with the responsibility of offering Home-Based Care Services to PLWHAs. REEP trains volunteer CHWs to deal with clients in their homes. In the process of dealing with the patients, they come across children who may be

orphans, or those with bedridden parents. They then link them to REEP programmes.

The CHWs are trained based on a curriculum developed by the National Aids and Sexually Transmitted Infections Control Programme (NASCOPI) - the organisation that is charged with controlling the implementation of the HIV/AIDS Programme in Kenya.

The role of CHWs includes referral and linkages, formation of support groups, education and information to caregivers, PLWHAs and the general family. They also assist in community mobilisation and identification of OVCs.



(b) Paralegals

They are trained on the Law of Succession, Land Law, domestic conflicts, and children's rights i.e. early marriages, school drop outs, abduction, defilement and child labour. The role of Paralegals is to promote community understanding of their rights so that they are empowered to legal redress. Paralegals also carry out awareness activities on human injustices such as gender-based violence. They also deal with issues of disinheritance of widows, denial of access to property, and linkages with other service providers e.g. the police, health workers etc.



Training session for bee keepers.

(c) Parent Educators

These are community members empowered with knowledge and basic skills in counselling. Their major role includes handling of domestic issues involving children, parents and spouses. They enhance dialogue within families and offer parenting information and skills to the families. They undertake behaviour change communication and handle issues of reproductive health to adolescents and the youth.

They serve as peer counsellors and handle challenges and issues facing young people in the community. They also help in the formation of peer youth groups. They spearhead the initiation of income generating activities (IGAs) among peer groups.

(d) Peer educators

They empower the youth with knowledge and basic skills in youth counselling. Their key role involves offering behaviour change communication through educational skits and poems as a way of HIV prevention among the youth.

Ideally, the groups mentioned work in synergy. For example Community Health Workers assist clients to achieve good health. Paralegals help members acquire their land and property during succession issues. Parent educators empower them with knowledge and skills in dispute resolution through dialogue.

Therefore, each category comes in whenever their specific expertise and insights, sometimes by the same client, for holistic support.

Task

Role play: Volunteers can be selected from the team to represent each of the groups 'a' to 'd' above. The rest of the team will represent clients in their diversity. Let the volunteer start by telling the team WHY they volunteered to work with your organisation in the capacity identified. The rest of the team should develop a body of problems they would wish to seek assistance for. The volunteers can play out their roles. The plenary can discuss who of them discharged their roles effectively.



A Paralegal attends to a case.



Case Study

Multiple enterprises paying off for star entrepreneur

Though Humphrey Makokha, 44, lost his first wife to another man, this did not deter him from moving on with life. Two years ago, he remarried Jackline Awino, 22. When his first wife went, she died. When she left, both Humphrey and Jackline were diagnosed HIV positive. But HIV/AIDS did not kill his will to live, successfully. Today, Humphrey is a successful entrepreneur in his own right, making income from a variety of crops he grows, and from a small-scale shop he runs from his the home he built with income from his farm.

On learning of their status, Humphrey joined the Makwara Support Group from where his interaction with REEP started. He was trained in horticultural farming. The group was given cassava seeds for bulking. The seeds were then distributed to individual members. With 50kgs of cassava seeds, he planted a quarter an acre of crop on his farm and is waiting for it to mature.

He also acquired 15 kgs of ground nut seed from REEP, which after bulking increased to 90 kgs. He retained some for bulking but sold 73 kgs, generating an income of Kshs 11,000.

With this, he was able to construct a house, thus providing the much needed shelter for his family.



Humphrey (above and below) juggles with numerous small-scale businesses.

Benefits from REEP

- Training in nutrition, crop husbandry, and business management
- Psychosocial counselling

Change After Joining REEP

- Practices poultry rearing
- Owns a kitchen garden
- Practices horticulture farming for income generation
- Has started a kiosk at his home where he sells household goods
- He joined a support group where he learnt about positive living
- Improved health due to health education and food from WFP

Positions Held

- Community health worker (CHW)
- Horticulture animator
- Chairperson-Makwara support group.



3.5 The Role of Partnerships

Cross-sectoral partnerships between community health professionals and the enterprise development sector greatly enhance the implementation of livelihood interventions. Out of this realisation, REEP has greatly made use of partners in its programmes. One of such organisations is AMPATH - a research organisation providing quality and affordable medical care, condoms, and social support. These inputs contribute to improved health among PLWHAs, which in turn supports their participation in enterprise development activities.

They also work with the Ministry of Agriculture who provide support through such programmes as the National Agricultural Input Acquisition and Acceleration Programme (NAIAAP) and the National Agricultural and Livestock Extension Programme (NALEP). REEP clients have been able to access quality farm inputs, training, and extension services, and this has positively contributed to enhancing enterprise development in the agricultural area.

Owing to the diverse challenges faced by PLWHAs, it is crucial to strengthen referral systems. For example, enterprise service providers may refer clients to health service providers, paralegals, the Provincial Administration, and the judiciary. They may also refer them to hospitals for continuum care, and to community health workers for psychological counselling and home based care.

There has also been fruitful collaboration with the Ministry of Health, other CBOs, and the donor community.

3.6 Promotion of Human Rights

REEP's Rights Programme tackles issues of abuse, discrimination, and disinheritance, all of which have a bearing on the spread of HIV/AIDS. Cases of human rights abuse handled include rape, and child abuse.

In Butula, the customary practice of wife inheritance is common. In most cases, those inheriting widows do not have the interests of the family at heart. Widows and children are occasionally forced to surrender property to their deceased husband's kin, leaving them destitute.

REEP manages a rights desk where legal redress can be sought on issues of abuse.

3.7 Support to Orphans and Vulnerable Children

AIDS-related deaths often leave behind Orphans and Vulnerable Children (OVCs) requiring care from the rest of the community members who may not necessarily be infected. For example, when parents die, children are often left in the hands of grandparents, uncles or aunts.

REEP's OVC programme targets these community members who are often left with the responsibility of taking care of orphans. This includes households that have been affected by HIV/AIDS even if the breadwinner is not HIV positive. Categories supported under the OVC programme include:

- Grandparents supporting children whose parents have died from HIV/AIDS
- Widows whose husbands has died from AIDS
- Elder siblings who are caring for bedridden parents or looking after younger siblings, orphaned by AIDS

The support is based on the fact that these people are affected by HIV/AIDS even if they are not necessarily HIV positive. The care they give to OVCs worsens the poverty situation of the care-givers. In the process of taking care of the children, they also encounter constraints including stigma, care responsibilities, loss of family support network, age and experience- which limit their economic activity.

REEP tries to mitigate the impact HIV/AIDS has on such household members. It does this by supporting livelihood activities where persons are given training in business man-



agement and advanced with loans to enable them start small businesses. These initiatives often increase acceptance of orphans by relatives who have to support them.

3.8 Working with Young People

Enterprise development work with young people is essential in prevention strategies against HIV/AIDS. When the youth are involved in enterprise, they are less likely to engage in activities that can expose them to HIV/AIDS infection. Addressing youth unemployment is therefore useful in combating activities like child sex or commercial sex.

As such, REEP considers the formation of youth-led enterprises a priority in HIV/AIDS prevention strategies. The youth are assisted to get into enterprises like fish-farming, bee-keeping, and banana planting.

Besides, the youth are encouraged to form clubs and groups where they share information and discuss issue of HIV/AIDS and behaviour change. They are subsequently engaged in a variety of preventive activities. These include involvement in sports to avoid idleness, conducting of outreach activities on HIV/AIDS, and participation in drama or choir as a way of information dissemination.

3.9 Memory Boxes

REEP realised that when parents die, those left behind do not, sometimes, know where important documents are. Thus, they introduced metallic boxes, referred to as 'Memory Boxes, to people for the safe keeping of important documents.

HIV positive people are encouraged to put in these boxes all documents they consider important to the family. They are encouraged to write their life history and keep in the boxes. This helps orphans trace their identity and lineage when they grow up.

The boxes are also used to help in disclosure of parent's status to the children. REEP organises special sessions when HIV positive par-

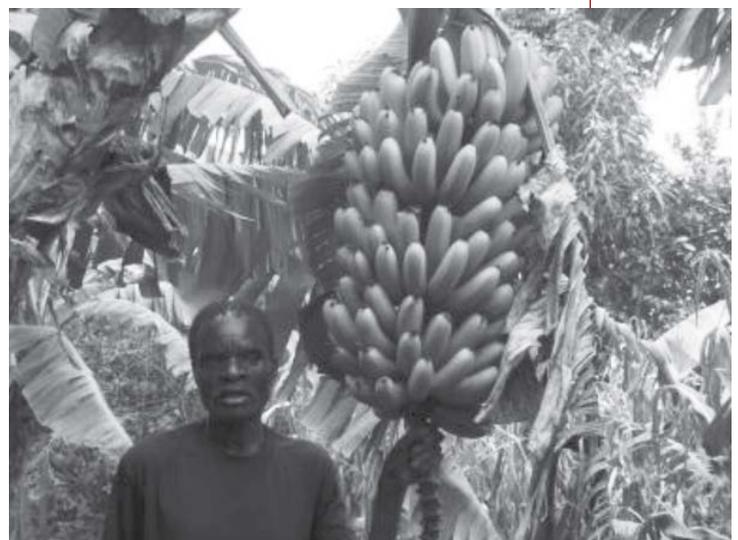
ents can hand over these boxes to their children. It is at this event that disclosure is done.

Through development of Memory Boxes by PLWHAs, widows and orphans are kept aware of the rights of their late spouses and parents. Memory Boxes have helped to oversee smooth succession processes (on property such as land, livestock and other household assets).

3.10 Monitoring and Evaluation

It is necessary for the organisation to take stock of their progress on a regular basis so that they keep informed on how well they are discharging their work. An evaluation and monitoring process has therefore been incorporated in REEP's project activities and is designed to be ongoing. The entire project team has designed tools that help capture relevant information from the community on its key result areas including prevention, mitigation of HIV/AIDS and advocating for human rights protection. Some of the specific indicators developed by the project to report progress on include:

- Levels of year round food security
- Number of meals per day around the year
- Nutritious and balanced diet
- Level of average monthly income
- Utilisation of monthly income for household improvement

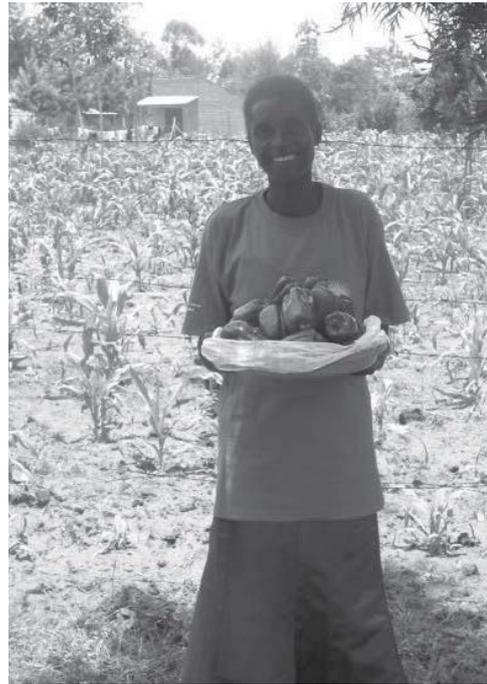


Food security: One of the indicators monitored by REEP.



- Participation of family in enterprises
- Re-investment in enterprises
- Starting new enterprises
- Turnover and capital growth
- Preservation of health
- Reduced incidence of opportunistic infections
- Stable health/CD4 count
- Reduced/delayed take-up of ARVs
- Improved family health
- Increased self-esteem
- Reduced stigma and discrimination

Animators play a major role in facilitating the monitoring of activities by regularly administering the tools to beneficiaries in their day-to-day work. Progress is reported to the project team on a monthly and quarterly basis. The team then makes fresh interventions or adjusts existing interventions as may be required.



Enterprise gives hope to PLWHAs.

3.11 Conclusion

The numbers of economically inactive and unproductive PLHAs are too big a threat to local and national economies to ignore. Turning someone from being unproductive and a drain on resources (household, state, community etc.) into a productive producer capable of buying, using and consuming other goods and services and contributing to these economy is the only way forward, let alone the social aspects this brings. It is a socio-economic imperative to include PLHAs in enterprise development and enable them to generate sustainable livelihoods if social interventions and the medical advances of ARVs are to ultimately succeed.

Contacts

The Rural Education and Economic Enhancement Programme (REEP)

P.O. Box 47-50405

Butula, Kenya

Tel: +254-734-643846, 733-243077

Email: reepapt@yahoo.com

Website: reep-kenya.org

Editorial, Design and Production

Community Communications Network

P.O Box 278-00511,

Nairobi, Kenya.

Tel: +254-722303040; +245-753 782 966

Email: ccn.communications@gmail.com