

SUPPORT TO THE HIV/AIDS RESPONSE IN ZAMBIA II (SHARe II)



Annual Report Period: November 9, 2010 – September 30, 2011

**Contract No: GHH-1-00-07-00059-00
Task Order No: GHH-1-02-07-00059-00**



Table of Contents

Acronyms.....	i
I. Program Overview.....	1
SHARE II Project Purpose	1
SHARE II Vision and Mission	1
SHARE II Project Goal.....	1
SHARE II Project Objectives	2
II. Activities Undertaken During the Year, by Objective.....	3
Objective I: Strengthen and Expand Leadership Involvement in HIV/AIDS and Improve the Policy and Regulatory Environment	3
1. Strengthen and Expand Leadership Involvement.....	3
<i>Identifying Stakeholders and Agreeing Mechanisms of Collaboration</i>	3
Preliminary Discussions with MOH regarding Tracking Local Resource Allocation for HIV/AIDS	4
<i>HIV/AIDS Leadership Support to Traditional Leaders</i>	4
<i>HIV/AIDS Leadership Support for the Public Sector HIV/AIDS Response</i>	8
<i>HIV/AIDS Leadership Support for Influential Opinion-Leaders</i>	8
<i>Development of a HIV/AIDS Leadership Training Manual</i>	8
<i>HIV/AIDS Leadership: Collaboration and Coordination</i>	9
<i>Support to Local NGO Partner ZINGO</i>	9
2. Improve the Policy and Regulatory Environment.....	10
<i>Formulation of the National Alcohol Policy</i>	11
<i>Revision of the National HIV/AIDS Policy</i>	12
<i>Formulation of the National HIV/AIDS Workplace Policy</i>	12
<i>Tracking the Status of HIV/AIDS Policies in the Public Sector</i>	13
<i>Legal Guide for Non-Parliamentarians Participation in the Law Making Process</i>	13
<i>Legal Practitioners Meeting and outcomes</i>	13
<i>Technical Support to the Ministry of Labor and Social Security Improve the Proposed Employment Act</i>	14
<i>Technical Support to NAC and GIDD in Gender Mainstreaming</i>	14
<i>Support to Local NGO-Partners ZINGO and ZARAN</i>	15
Objective 2: Strengthen organizational and technical capacity of coordinating structures to sustain the HIV/AIDS response.....	16
1. Strengthen the capacity of NAC to coordinate the national response	16
<i>Support to NAC around Strategic Planning Processes</i>	16
<i>Support to NAC in Development of The DATF Toolkit and Sub-granting Manual</i>	17
<i>SHARE II Support to World AIDS Day Preparation and 2011 Prevention Convention</i>	17
2. Strengthen capacities of PATFs & DATFs to coordinate the provincial and district level response	17
<i>Technical Support to DATF and PATF Organizational Capacity Assessments (OCA)</i>	17
<i>Pilot DATF Certification Process</i>	18
<i>Support to PATFs and DATFs in orientation</i>	18
<i>Support to DATF Strategic and Operation Planning Processes</i>	18
3. Strengthen the capacity of civil society organizations to coordinate HIV/AIDS response in their sector	19
<i>Support to the Network of Zambian People Living with HIV – NZP+</i>	19
Objective 3: Strengthen and expand HIV/AIDS workplace programs;	20
<i>Engaging Leadership for an Enhanced Workplace-based HIV/AIDS Response</i>	20
<i>Defining the SHARE II HIV/AIDS Workplace Programs Core Package</i>	21

1. Expand and replicate efforts in the private sector including small, medium and large-scale businesses, and the informal sector	22
<i>The Tourism HIV/AIDS Public-Private Partnership</i>	22
<i>Private Sector Small, Medium and Large Businesses, and Informal Sector Programs</i>	23
2. Expand and replicate efforts in the public sector including continued support and expansion to additional line ministries.....	24
<i>Government Reform of Private Sector Line Ministries</i>	24
The National HIV/AIDS Workplace Policy.....	24
Development of Training Guides for Peer Education and the GESHA Programs.....	25
<i>Ministry of Home Affairs Workplace HIV/AIDS Programs</i>	25
Objective 4: Strengthen collaboration and coordination of HIV/AIDS activities with the GRZ, USG funded partners, and other stakeholders	26
Presentation on the SHARe II Project to the National HIV/AIDS/STI/TB Council	27
<i>Support Joint Planning with and Buy-in of Programs of HIV Implementers and Stakeholders to GRZ Plans and Strategies</i>	27
III. Monitoring and Evaluation	28
SHARe II M&E Support Activities to the Secretariat	28
Support to SHARe II Partners.....	29
IV. Finance and Administration	30
Contract Award, Planning & Budgeting.....	30
Project Launch.....	30
Country Operating Plan 2012	30
SHARe II Work Plan	30
Staffing and Recruitment	31
<i>Key Personnel</i>	31
<i>Other Local Hire Staff</i>	31
Project Offices.....	31
Sub-Partners.....	31
<i>Local Sub Partners: ZHECT, ZINGO, LEAD Zambia, ZARAN</i>	31
Finance-Tracking.....	31
<i>Expenditure Analysis of PEPFAR Programs in Zambia</i>	32
V. Appendices	1
Appendix 1: SHARe Results Framework.....	1
Appendix 2: Proposed Thirty (30) New SHARe II Focus Chiefdoms	2

Acronyms

AB	Abstinence, Be Faithful
AIDS	acquired immunodeficiency syndrome
ART	anti-retroviral therapy
CA	cooperative agreement
CAPAH	Coalition of African Parliamentarians against HIV & AIDS
CBA	cost-benefit analysis
CBO	community-based organization
CDC	Centers for Disease Control and Prevention
CHAMP	Comprehensive HIV/AIDS Management Program
COP	Country Operating Plan
CT	counseling and testing
DATF	District AIDS Task Force
DCoP	Deputy Chief of Party
FAWEZA	Forum for African Women Educationalists in Zambia
FAZ	Football Association of Zambia
FBO	faith-based organization
GBV	gender-based violence
GDA	Global Development Alliance
GRZ	Government of the Republic of Zambia
HIV	human immunodeficiency virus
HMIS	health management information system
HOC	House of Chiefs
HR	human resources
JSI	JSI Research & Training Institute, Inc.
IGA	income-generating activity
IMSF	Inter-Ministerial Stakeholders Forum
IR	Intermediate Result
KAP	knowledge, attitudes and practices
LAZ	Law Association of Zambia
LBF	Lower Business Forum
LTA	Livingstone Tourism Authority
MACO	Ministry of Agriculture and Cooperatives
MC	male circumcision
MCP	multiple and concurrent partners
M&E	monitoring and evaluation
MHA	Ministry of Home Affairs
MP	Member of Parliament

MTC	Ministry of Transport and Communication
MTENR	Ministry of Tourism, Environment & Natural Resources
NAC	National HIV/AIDS/STI/TB Council
NARF	National HIV/AIDS Reporting Framework
NASF	National AIDS Strategic Framework
NGO	nongovernmental Organization
NRFZ	National Royal Foundation of Zambia
OD	organizational development
OHPS	Other Policy Analysis and System Strengthening
OVC	orphans and vulnerable children
PATF	Provincial AIDS Task Force
PC	palliative care
PEP	post-exposure prophylaxis
PEPFAR	President's Emergency Plan for AIDS Relief
PLWH	people living with HIV
PMTCT	prevention of mother-to-child transmission
PPP	public-private partnership
RRF	Rapid Response Fund
SHARe	Support to the HIV/AIDS Response in Zambia
SHARe II	Support to the HIV/AIDS Response in Zambia II
SO	strategic objective
SSCI	Seed Certification and Control Institute
TOR	terms of reference
USAID	United States Agency for International Development
USG	United States Government
ZamAction	Zambia Action against HIV/AIDS
ZAWA	Zambia Wildlife Association
ZBCA	Zambia Business Coalition on HIV/AIDS
ZDHS	Zambia Demographic and Health Survey
ZSBS	Zambia Sexual Behavior Survey
ZHECT	Zambia Health and Education Communication Trust
ZINGO	Zambia Interfaith Networking Organization
ZWAP	Zambia Workplace HIV/AIDS Partnership

I. Program Overview

The USAID-funded Support to the HIV/AIDS Response in Zambia II (SHARe II) project was signed on November 9, 2010 for a five-year period extending through November 4, 2015. SHARe II is implemented by John Snow Inc. (JSI) and partners: Initiatives Inc; LEAD Program-Zambia; Zambia AIDS Law Research and Advocacy Network (ZARAN); Zambia Interfaith Networking Organization on HIV (ZINGO); and Zambia Health Education and Communication Trust (ZHECT).

SHARe II Project Purpose

The purpose of the SHARe II project is to support and strengthen the multi-sector response to HIV and AIDS and contribute to the achievement of the USAID/Zambia Mission strategic objective to reduce the impact of HIV/AIDS through Multi-Sector Response, and ultimately, the attainment of GRZ's vision of a 'nation free from the threat of HIV/AIDS'. SHARe II builds upon successes, innovations and best practices, including those from SHARe I, and works through strategic coalitions and partnerships with the National AIDS Council (NAC) and other stakeholders to support Zambia's HIV/AIDS response efforts, and thus contributing towards the attainment of Zambia's vision of a 'nation free from the threat of HIV/AIDS'.

SHARe II Vision and Mission

The SHARe II Vision is an enabling environment that supports an equitable and sustainable HIV/AIDS multi-sectoral response at all levels. The SHARe II Mission is to serve as a catalyst in the development of a sustainable HIV/AIDS multi-sectoral response at all levels, through innovative leadership involvement, an improved policy and regulatory environment, effective structures for coordination, collaboration and technical support, and enhanced workplace programs, to reduce the impact of HIV/AIDS in Zambia.

SHARe II Project Goal

SHARe II's Goal is to support the GRZ's vision of "a nation free from the threat of HIV/AIDS," and work in partnership with the NAC and other GRZ agencies and institutions, Cooperating Partners, and other stakeholders and partners to support efforts to mitigate the impact of HIV/AIDS in Zambia.

The SHARe II project addresses the following Intermediate Results (IRs) under SO9 in the USAID/Zambia Country Strategic Plan FY2004 – 2010:

IR9.1 Reduced HIV/AIDS Transmission: Including HIV/AIDS prevention through workplace programs;

IR9.2 Improved Care and Support for People living/affected by HIV/AIDS: Including support to PLHIV groups, stigma reduction, and human rights advocacy for people living/affected by HIV/AIDS, especially females, and promoting care and support through workplace programs;

R9.3 Strengthened capacity of key sectors to mitigate the HIV/AIDS Impact: Including support to coordinating structures at National, Provincial & District level; and

IR9.4 Improved Policy and Regulatory Environment: Including advocacy for improved policies and actions, and support to development of HIV/AIDS workplace policies.

SHARe II Project Objectives

To achieve success toward realizing these IRs, SHARe II has the following four project objectives or tasks:

Objective 1: Strengthen and expand leadership involvement in HIV/AIDS and improve the policy and regulatory environment;

Objective 2: Strengthen organizational and technical capacity of coordinating structures to sustain the HIV/AIDS response;

Objective 3: Strengthen and expand HIV/AIDS workplace programs;

Objective 4: Strengthen collaboration and coordination of HIV/AIDS activities with the GRZ, USG funded partners, and other stakeholders

II. Activities Undertaken During the Year, by Objective

At the start of the project period, SHARe II undertook strategic planning and work planning to map out the broad strategies for program implementation and to outline key activities that will take place during year one of program implementation. A detailed work plan was submitted to the Zambia USAID Mission on December 15, 2010. Subsequently, SHARe II began implementation of activities, which are described below.

Objective I: *Strengthen and Expand Leadership Involvement in HIV/AIDS and Improve the Policy and Regulatory Environment*

Through this objective, SHARe II will strengthen and improve the overall HIV/AIDS response environment to enable and facilitate the scale-up of a sustained and appropriate, multi-sectoral HIV/AIDS response, through engagement, mobilization and equipping of leaders at all levels with the necessary skills to be effective change-agents, and through strengthening and supporting the enactment, formulation, and implementation of appropriate HIV/AIDS-related policies and laws.

I. Strengthen and Expand Leadership Involvement

SHARe II works with political, traditional, religious, and other influential opinion-leaders (musicians, athletes, etc.) using tailored packages of interventions to increase their leadership and participation in HIV/AIDS on two main levels. At the structural level, SHARe II provides technical support to leaders to enable them to deal with structural factors that increase HIV vulnerability and hamper the HIV/AIDS response. This package including providing technical support to leaders to formulate and enact appropriate HIV/AIDS-related policies and laws, technical guidance for providing leadership to change harmful socio-cultural practices and norms, and advocacy support to increase local resource allocation for the national HIV/AIDS response.

SHARe II also work with leaders at the behavioral level to build skills and competencies to use their vast authority and reach to enhance the HIV/AIDS response by leading efforts to discourage harmful behaviors such as multiple concurrent partnerships, gender-based violence, and property-grabbing from widows and orphans, and to promote helpful interventions such as condom use, male circumcision, couple HIV testing and counseling, PMTCT, and early entry into HIV care and treatment.

Identifying Stakeholders and Agreeing Mechanisms of Collaboration

Since project inception, SHARe II has been identifying stakeholders to work with. Areas of collaboration were identified with the partners' roles and responsibilities outlined. Where applicable and appropriate, Memoranda of Understanding (MOUs) with these partners will be drawn up and signed.

Recognizing the important role that Members of Parliament play, the SHARe project which ended in September 2010 worked with the Coalition of African Parliamentarians Against HIV/AIDS CAPAH - Zambia Chapter (CAPAH-Zambia) to build MPs' capacity to provide HIV/AIDS leadership and also to enhance their understanding of HIV/AIDS issues. SHARe II drafted an MOU between SHARe and CAPAH-Zambia and wrote to the Clerk of the National Assembly to seek audience with her to clarify roles and help outline the expectations and responsibilities of the two groups in their collaborative work.

Preliminary Discussions with MOH regarding Tracking Local Resource Allocation for HIV/AIDS

A key mandate of the SHARe II project is to support advocacy and leadership efforts towards increased local resource allocation towards the HIV/AIDS response. SHARe II will work with Members of Parliament and traditional leaders to support them to advocate for more resource allocation to HIV/AIDS. To this end, baseline information of current trends of resources allocated to HIV/AIDS is necessary to facilitate tracking over time. SHARe II met with the Director of Planning at the Ministry of Health (MOH) and his staff to discuss ways of tracking local resources allocated to HIV/AIDS. MOH is willing to collaborate with SHARe in this activity, as the information generated would be very useful to the MOH as well.

HIV/AIDS Leadership Support to Traditional Leaders

SHARe II works with the traditional leadership in Zambia to strengthen their leadership of chiefdom level HIV/AIDS responses, and to equip them to act at national level as a key advocacy voice for the people of Zambia on issues of HIV/AIDS. SHARe II works with traditional leadership at two levels: at the national level through the National Royal Foundation of Zambia (NRFZ) and at the individual chiefdom level to build leadership capacities in 30 selected chiefdoms (listed in Appendix 2).

SHARe II Package of Support to the Chiefdoms: SHARe II provides a package of HIV interventions tailored to the needs of each chiefdom, which includes:

- Identifying chiefdom priorities through a community capacity assessment process and a participatory strategic planning process for chiefdom development and poverty-reduction that mainstreams HIV as a developmental issue;
- Equipping key chiefdom leaders (chief and his/her chiefdom council, and political, religious, and other influential opinion-leaders) to provide leadership on HIV-related issues, including correct HIV messaging, leading advocacy, addressing issues of gender and HIV, putting in place local HIV impact mitigation measures, and leading efforts for community resource mobilization;

-
- Improving the legal protection of women and girls by training customary law local court magistrates to appropriately handle and refer HIV-related cases and providing training in gender and HIV/AIDS for other leaders;
 - Strengthening community HIV coordination mechanisms by linking the chiefdom response to national efforts through district-level coordination structures; and
 - Economic strengthening support to informal sector workers in the community, through combined HIV and entrepreneurship training, to increase individual/household economic resiliency to HIV.

National Royal Foundation of Zambia (NRFZ): Recognizing the leadership role that chiefs can play in the HIV/AIDS response in Zambia, SHARe II initiated contact with the NRFZ Executive Committee. Like the House of Chiefs (HOC), the NRFZ represents chiefs from all nine provinces of Zambia. The HOC is responsible for the policy making and administrative aspects of the affairs of chiefs. While the HOC is quasi-governmental, the NRFZ is an independent membership organization for chiefs that operates as a non-governmental organization and plays an important role of advocacy on behalf of chiefs and the Zambian people.

SHARe II invited all 10 NRFZ executive committee members to a preliminary meeting to introduce the SHARe II HIV/AIDS leadership scope of work and explore modalities of collaboration. Nine out of ten NRFZ executive committee members were able to attend. The participants were very willing to get involved in the HIV/AIDS response. SHARe II outlined a package of support that is available to the NRFZ and to individual chiefdoms, to strengthen their leadership in the HIV/AIDS response to enhance both the local chiefdom responses and the national response. The meeting ended with a commitment from the NRFZ on their availability to work with SHARe II to enable them to contribute meaningfully to the HIV/AIDS response.

The Example of Chief Nalubamba and the Mbeza Royal Establishment: SHARe II anticipated some of the questions that were raised at the meeting and invited Chief Nalubamba of the Mbeza Royal Establishment in Namwala district to give a talk on the Mbeza chiefdom response to HIV/AIDS. The predecessor SHARe project supported Mbeza chiefdom to enhance its response to the HIV epidemic, as a pilot to learn lessons for possible replication in other chiefdoms. The chief's spokesperson and presenter described how Mbeza views HIV/AIDS as a developmental issue and stemming from this, how the chiefdom developed its five-year development strategic plan, mainstreaming HIV/AIDS in the plan to ensure that HIV/AIDS responses and programs stem from the strategic plan to ensure both local ownership and sustainability. He described how development partners in Mbeza now buy into the chiefdom strategic plan, rather than imposing their own strategies and programs, including in the area of HIV/AIDS.

Proposed Chiefdoms for Enhanced HIV/AIDS Leadership Capacity Development: SHARe II has begun the selection process for the 30 target chiefdoms from all nine provinces of Zambia

using a matrix of factors as selection criteria, including HIV prevalence, geographic spread, existing working relationship in other SHARe II programs, possibility of synergies with other USG implementers, and availability of HIV/AIDS programs and services to address the issue of equity. The thirty focus chiefdoms are shown in Appendix 3. Enhanced technical support will be provided to these focus chiefdoms and districts to help build model districts and chiefdoms that can be used as demonstration sites for others.

SHARe II Approach to Initiating Chiefdom Support: In terms of approach, the entry point for SHARe II interventions in the chiefdoms is a participatory development and poverty-reduction strategic planning process that mainstreams HIV/AIDS as a developmental issue and a chiefdom capacity assessment (CCA) that assesses leadership capacities and competencies to lead HIV/AIDS responses and community capacities and competencies to implement and participate in HIV/AIDS programs. The two processes require the involvement of the chief, the village headmen in the chiefdom, religious leaders, the chiefdom Member of Parliament and other influential leaders in the chiefdom. Some aspects of the CCA require the participation of ordinary community members. Chiefdoms that have undergone these two processes approach HIV/AIDS very differently – they understand what they have to do why, and with this understanding, are more committed to supporting HIV/AIDS interventions. Because the process is participatory, the chiefdoms are guided to define their own problems and assisted to come up with their own locally-relevant solutions.

A key success of these two processes is gaining leadership understanding of the structural factors, such as poverty and gender inequalities, that drive HIV/AIDS and helping them to come the realization that they have to act at the structural level to deal with the these factors, and also that they have to act at other levels to support behavior change to prevent HIV transmission and promote greater uptake of HIV-related services. It becomes much easier for HIV implementers and other development partners to work in these chiefdoms because these chiefdoms are already primed and ready to improve on their own, and understand the value of technical support and partnerships towards achieving their strategic goals.

Chiefdom Capacity Assessment (CCA) and Strategic Planning in Chikanta Chiefdom: Chief Chikanta of the Kalomo people of Southern province requested his colleague Senior Chief Nalubamba to introduce him to SHARe after seeing the positive developmental changes that had taken place in Mbeza after interventions by SHARe and other stakeholders. Soon after SHARe II was awarded, he contacted the project and requested for technical support to help his chiefdom respond better to HIV/AIDS and to help it to have a more organized approach to development. SHARe II conducted a baseline CCA and a strategic planning exercise for Chikanta chiefdom. The chiefdom was able to identify the locally-specific drivers of HIV/AIDS and to define the impact HIV/AIDS has had on the chiefdom, but scored very poorly in the HIV/AIDS response area, and will require technical support from HIV implementers, to mount a successful HIV/AIDS response.

HIV/AIDS Leadership Support for the Public Sector HIV/AIDS Response

Meetings with Permanent Secretaries at the MLSS, MOF, and MTENR: SHARe II plans to work closely with permanent secretaries and other leaders in the public sector to make them understand that they have a sectoral responsibility in the HIV/AIDS response and to get their buy-in to workplace HIV/AIDS programs. SHARe II held talks with Ministry of Labor and Social Security to discuss among other things, the leadership role that the Ministry could play as a member of a tripartite group comprising representatives from employers, trade unions and government. The discussion was chaired by the Permanent Secretary (PS) who pledged his support and that of the Ministry senior management, to the Ministry workplace HIV/AIDS program and to playing a leadership in broader workplace HIV/AIDS programs. SHARe II also met the Permanent Secretaries at both the Ministry of Finance and the Ministry of Tourism and Natural Resources who also pledged their support and to ensure sustainability of workplace activities that will be started. SHARe II intends to hold similar meetings with all the PS in ministries that the project works with to get them to understand their leadership role in HIV/AIDS.

HIV/AIDS Leadership Support for Influential Opinion-Leaders

Zambia Association of Musicians (ZAM): Building on the success of the predecessor SHARe project that worked very successfully in the HIV/AIDS response with influential young opinion leaders, especially musicians, SHARe II is working with musicians to get them more organized so that mainstreaming of HIV/AIDS into their music and performances can become a more organized activity and they in turn could become an integral partner in the HIV/AIDS response in Zambia. SHARe II had a series of meetings with the executive members of the Zambia Association of Musicians, where it was agreed that SHARe II will provide technical support to strengthen the Association and, working through them, reach out to their members and audiences with HIV/AIDS messages that impact positively on the HIV/AIDS response. SHARe II expects to build HIV/AIDS messaging and leadership capacity in a core group of these musicians so that USG and other implementers may partner with them to widen the reach of their programs and messages.

SHARe II first assisted ZAM carry out an Organizational Capacity Assessment for the ZAM executive. The OCA revealed that the Association, although having been in existence for some time, did not have adequate systems in place. However, the present members of the executive have shown a great deal of enthusiasm and willingness to move their Association forward.

Development of a HIV/AIDS Leadership Training Manual

SHARe II is building the capacity of leaders to understand and address issues of HIV/AIDS to enable them reach out to their constituencies with correct messages and to enable them to lead by example. We also expect that as capacity is built, it will enable leaders to identify local community resources and/or advocate for more local national resources towards the HIV/AIDS response. In order for the leaders to do this, they need to have a basic understanding of the

HIV/AIDS epidemic in Zambia and the HIV/AIDS response, and require training in other related areas, including HIV messaging, advocacy, issues of gender as it relates to HIV as well as HIV-related stigma and discrimination. A key aspect of SHARe II support is sustainability and ensuring that communities build skills and capacity that will enable them to initiate and sustain local development.

SHARe II is developing a training manual and curriculum that will cover some of these topics, building on the HIV/AIDS Leadership Messages already developed, to ensure correct and consistent messaging, across all leadership categories. The manual has reached an advanced stage with input from various staff members in the project. It is now being finalized so that it can be peer reviewed by the SHARe II team and then passed on to NAC and USAID for concurrence. The manual will be translated in the main Zambian local languages so that it can be used to train traditional leaders in the chiefdoms.

HIV/AIDS Leadership: Collaboration and Coordination

Collaboration with USG and other Partners in the Chiefdoms: SHARe II has been exploring areas of collaboration with other partners, including ZPI and COH-3. It was decided at a meeting with ZPI that SHARe II will include staff members of ZPI when SHARe II is doing work in the chiefdoms. While SHARe II focuses on HIV/AIDS leadership support, ZPI focuses on HIV prevention support. SHARe II prepares chiefdoms to participate in HIV prevention as partners, not just recipients and as such facilitates smoother program implementation for ZPI and other community-based implementers. World Vision international (WVI) who are working in some of the same chiefdoms that SHARe II is working have expressed interest to work with SHARe II and participate the chiefdoms' strategic planning processes so that they can buy into aspects of the plans. They also requested to be included in SHARe II technical support visits to the chiefdoms.

Collaboration with other USG partners: SHARe II is a member of the IEC/BCC Coordination Forum that is spearheaded by CSH. SHARe II staff have continued active participation at these meetings. Other partners who participated include ZPCT II, STEPS-OVC, ZISSP, and SFH. SHARe II also took part in a sustainability workshop conducted by COH III. The HIV/AIDS Leadership Forum that was initiated by SHARe II will meet regularly and provide an opportunity for networking, sharing information and best practices, and possibly facilitate combined or collaborative activities.

Support to Local NGO Partner ZINGO

The Zambia Interfaith Networking Group on HIV/AIDS (ZINGO) is an umbrella organization that works with faith mother bodies to coordinate the faith-based HIV/AIDS response. SHARe II recognizes the importance and strategic position of faith-based organizations in the fight against HIV/AIDS. The majority of Zambian churches and their congregants are members of one of the seven faith-based mother bodies that work with ZINGO to coordinate the faith-based HIV/AIDS

response. The SHARe project worked with ZINGO to strengthen its capacity to coordinate the faith-based HIV/AIDS response. ZINGO is one of the four SHARe II local partners and a key aspect of the ZINGO scope of work under SHARe II will focus on building HIV/AIDS leadership competencies among religious leaders in Zambia. The following activities were supported over the previous year:

Pre-award Assessment and Grant: SHARe II carried out a pre-award assessment of ZINGO to determine its suitability and readiness to receive funds to carry out the HIV/AIDS leadership and advocacy tasks outlined in its scope of work. SHARe II staff also met with ZINGO to review the work plan, look at areas of collaboration, timing of activities and to discuss the areas of the work plan that SHARe II will fund. This resulted in better understanding of how SHARe II will support and work collaboratively with ZINGO to carry out HIV/AIDS Leadership and Advocacy work. SHARe II then assisted ZINGO to shortlist candidates for recruitment of the ZINGO HIV/AIDS Leadership Program Officer, who took his position with the organization. The ZINGO grant was subsequently signed as of March 2011.

Review and Adaptation of the SHARe II HIV/AIDS Messages Tool Kit to Suit the Interfaith Community: SHARe II attended a workshop organized by ZINGO to review the HIV/AIDS messages toolkit and adapt it to the religious leaders. Six of the seven mother bodies attended. The process was very interactive, with participants going through the whole manual and the talking points and adjusting some wording. The manual will be pre-tested then forwarded to NAC and USAID for concurrence. SHARe II also assisted in reviewing the new OCA tool that ZINGO plans to use for its partners.

Advocacy Training for Districts Programs Executive Committee (DPECs): SHARe II worked with ZINGO to train 42 DPEC members in Livingstone and Nyimba. Some of the key issues that need advocacy include scaling up HIV prevention and increased resource allocation for HIV/AIDS programs by the Zambian government.

Gender Mainstreaming Workshop for Faith Mother Bodies: SHARe II held this workshop in conjunction with ZINGO, with facilitation by SHARe II technical staff. Topics covered included HIV/AIDS leadership, drivers of the epidemic, gender analysis and mainstreaming, gender and sexuality and legal aspects such HIV/AIDS and human rights. The result of the workshop is that each of the ZINGO mother bodies that participated will develop an action plan for HIV/AIDS that mainstreams gender issues for next year.

2. Improve the Policy and Regulatory Environment

Zambia faces many challenges regarding policy, rights, and legal issues that must be addressed in order for the country's response to HIV/AIDS to be successful. SHARe II is keenly aware that policy and legal changes take time to implement and require GRZ ownership and leadership to be

accepted and effective. SHARe II's approach to working in the HIV-related policy and regulatory environment area takes into account this valuable lesson: SHARe II works collaboratively with key stakeholders and forms respectful partnerships with GRZ counterparts in order to provide technical support to legal and policy processes to achieve program objectives. Since project launch, SHARe II has carried out the following activities in the Policy and Regulatory Environment area:

Formulation of the National Alcohol Policy

SHARe II has supported the Ministry of Health in formulating the National Alcohol Policy. This support builds on preliminary work that had been started in the previous SHARe project. Building on consultative meetings held with the MOH and Zambian Breweries (a major representative of the alcohol industry), a large-scale stakeholder meeting was held in March 2011 to foster consensus-building around the existing draft National Alcohol Policy by seeking the views and inputs of key players and stakeholders and then coming up with the way forward.

Roadmap and Technical Committee: Working in collaboration with the MOH, SHARe II assisted in the development of a clear alcohol policy formulation roadmap, in constituting a technical committee for in depth work on the policy, and ensuring stakeholders are updated on progress and the way forward. Terms of reference for the technical committee were also developed. Subsequently, SHARe II provided technical leadership to the technical committee when it met in-between stakeholders meetings.

Reopening of the Consultative Process with Stakeholders: The MOH decided to accommodate a request by DanChurchAid to provide input to the policy and re-opened the policy to stakeholder input. SHARe II, at the request of MOH, attended the day-long meeting and was able to provide guidance that most of the issues that were being raised are more suitable for inclusion in the policy implementation plan rather than the policy itself.

Presidential and General Elections and Change of Government in Zambia. On 20 September 2011, there was a change of government in Zambia. The Patriotic Front (PF) took over from the Movement for Multiparty Democracy (MMD), which had been in power since 1991. Soon after, the number of ministries was reduced from 24 to 17. This change affected the outlook of the section of the Alcohol Policy which looks at sectoral responsibilities. In order to ensure that the policy draft is updated and in line with the new ministries, SHARe II worked with MOH to ensure that the affected section was revised accordingly.

Alcohol Policy Next Steps: After stakeholders had made final inputs to the policy, the next steps for MOH were two-fold: 1. Circulate the draft policy to the public sector ministries to insert their sectoral responsibilities, and 2. Table the policy before Cabinet for approval. These two last steps

are closed government-only activities, and although SHARe II can support the processes, it cannot participate.

Revision of the National HIV/AIDS Policy

Submission of National HIV/AIDS Policy Concept Paper to NAC and MOH: SHARe II is the National HIV/AIDS/STI/TB Council (NAC) technical support lead in the process for the review and revision of the National HIV/AIDS Policy of 2005. Soon after project launch, SHARe II had consultations with both the NAC and MOH with a view to initiating the process of reviewing the policy. As a follow-up, SHARe II developed the National HIV/AIDS/STI/TB Policy review concept paper. The object of this concept was to outline and present a systematic process that will be employed to review and develop a new comprehensive National HIV/AIDS Policy, to guide national strategic investments in line with supporting the attainment of the Vision 2030. The concept was simultaneously submitted to NAC and MOH, and SHARe II will follow-up with both NAC and MOH to collectively define the next steps in the process and the timelines.

Formulation of the National HIV/AIDS Workplace Policy

A key activity for SHARe II is to provide support to NAC in the formulation of the National HIV/AIDS Workplace Policy. However, by the time SHARe II was awarded in November 2010, the formulation process had already commenced and was well underway under the leadership of the Ministry of Labor and Social Security (MLSS). A consultant had been hired to work on the policy and it was in the process of being written.

SHARe II has had consultative meetings with both NAC and MLSS in order to establish the status of the formulation process and the possibility of gaining entry into the process and providing positive and helpful inputs. During these meetings, the MLSS revealed that there was no clear roadmap and timeframe attached to the process and also that the current process did not allow for much stakeholder consultation. In the light of this situation, in a meeting held between SHARe II and MLSS chaired by the Permanent Secretary from MLSS, it was agreed that SHARe II will get involved with the process in order to offer the much-needed technical assistance, including support in the formation of a steering committee to spearhead the policy development; support in developing of a clear roadmap; and support in establishing a stakeholders' forum to allow stakeholders room to provide input to the policy.

Through SHARe II intervention, a steering committee has since been formed to provide guidance to the policy development process and room has been provided for broader stakeholder consultations. The key responsibilities for SHARe II will be ensuring congruency of the policy with to key legal instruments in Zambia, such as the Employment Act and the Industrial and Labor Relations Act, and to provide leadership and technical support to the steering committee.

Tracking the Status of HIV/AIDS Policies in the Public Sector

A major gap in the HIV/AIDS response in Zambia is the poor performance of the public sector in fully responding to the HIV/AIDS response. SHARe II is providing support towards revitalizing the public sector response in a number of ways, including providing HIV/AIDS leadership capacity building and support, providing support in policy development, and support in implementing workplace-based HIV/AIDS program in 10 ministries.

From a policy standpoint, SHARe II will work with all line ministries and selected private sector institutions to develop, monitor and evaluate their workplace policies on HIV/AIDS. In order to effectively and efficiently achieve this task, SHARe II developed a policy tracking tool which will assess which workplaces have a policy as well as the quality of each policy against preset standards.

Legal Guide for Non-Parliamentarians Participation in the Law Making Process

A key gap identified through SHARe evaluations and from other external sources is that civil society in Zambia does not fully participate in policy formulation and law-making processes related to HIV/AIDS. To contribute to addressing this gap and assist civil society to become fully engaged in law-making processes and to do so at the right times, SHARe II has developed a Legal Guide for Participation in the Law Making Process in Zambia for Non-parliamentarians. The Legal Guide provides basic and simplified information to civil society organizations and citizens on how they can actively participate in the legislative process. SHARe II held consultative meetings with the deputy speaker of the National Assembly of Zambia (NAZ) in the development of the Legal Guide and will hold a stakeholders meeting to review the Guide, to allow policy and legal stakeholders to provide input.

Legal Practitioners Meeting and outcomes

SHARe II hosted two legal practitioners' meetings co-chaired with the conveners of the HIV/AIDS Committee under the Law Association of Zambia. The purpose of these meetings was to bring together high-profile lawyers and legal minds and provide an avenue for them to provide input to and support law reform in the area of HIV/AIDS. Forty and 30 legal practitioners attended the first and second meetings, respectively.

Mainstreaming HIV/AIDS in Pre-service Legal Training: A key result from the meetings is that the National Institute of Public Administration (NIPA), the Zambian Open University (ZAOU) and Cavendish University Zambia have requested technical support from SHARe II to mainstream HIV/AIDS into some courses of the legal curriculum they offer to legal trainees, such as human rights law or criminal law. SHARe II will consult very broadly in this exercise.

Creating Customer-driven Demand for Training in HIV/AIDS: A key aspect of the two meetings was to highlight where Zambia is in the HIV/AIDS response in general, and in the HIV-related legal environment in particular. A second aspect of these meetings was the apparent demand by magistrates to have training on HIV/AIDS from a legal standpoint, including how they should deal with HIV-related cases that might be presented during mitigation, and how they should assess their merit. This is important because a key deliverable of the SHARe II project is to train legal practitioners in handling HIV-related cases.

Development of a Legal Stakeholders Directory: The third outcome of these meetings has been the development of a Legal Stakeholders Directory. This includes the name of the person, the institution they are working for and their core business. The directory makes it easier for SHARe II and its legal partner ZARAN to contact these partners for input depending on the subject of interest. The directory will be shared with NAC and other partners.

Technical Support to the Ministry of Labor and Social Security Improve the Proposed Employment Act

Through its support to the MLSS-ZFE-Unions tripartite, SHARe was consulted and requested by the Ministry of Labor and Social Security, now the Ministry of Labor, Sport and Youth Development, to review the proposed Employment Act (Cap 268) and strengthen it further before it was submitted to the appropriate committee by the ministry. SHARe II realized that HIV/AIDS provisions were not included in the proposed Act, and requested that the process be broadened to involve other legal partners, but the Ministry explained that this was not possible. SHARe II made its reviews expeditiously, and the HIV/AIDS provisions were included as necessary.

Technical Support to NAC and GIDD in Gender Mainstreaming

An important aspect of SHARe II's support to NAC is in the area of gender and HIV/AIDS. SHARe II facilitated a meeting at the Gender in Development Division (GIDD) to explore avenues for collaborative action and finding ways in which GIDD and NAC capacities can be strengthened to mainstream gender and human rights in line ministries' work plans. Plans of action for GIDD, NAC and SHARe II were harmonized to facilitate collaboration and technical assistance.

Gender Stakeholders Technical Group Meeting: As part of the ongoing support to the Gender in Development Division (GIDD), SHARe II participated in the stakeholders' technical group meeting on Gender Based Violence. GIDD facilitated the meeting and invited various stakeholders from all the line ministries as well as civil society organizations, donor community and faith-based organizations, particularly those involved in dealing with GBV-related issues. The purpose of the meeting was to review the activities undertaken by various partners with respect to GBV, share lessons learned and plan for the remaining months of the year. As follow-on to the technical group meeting, SHARe II facilitated a half-day stakeholders' technical group meeting, which was chaired

by GIDD. Participants shared strategies that have worked in the implementation of the Anti-Gender Based Violence Act and the National Plan of Action to Reduce HIV Infection among Women and Girls.

Pretesting of the Gender Analysis and Mainstreaming in HIV/AIDS Response Training

Manual: SHARe II held a two-day retreat to pre-test the gender analysis and mainstreaming in HIV and AIDS response training manual, which nine ministries attended: Ministries of Home Affairs, Labor, Health, Tourism, Transport and Communication, Commerce Trade and Industry, Justice, Finance and GIDD. The participants reviewed the draft manual and assessed its suitability for use as a training manual and as a program implementation and management tool and made recommendations for improvement.

Supporting MOH to Implement the Gender-Based Violence and Child Sexual Abuse Policy:

As part of the ongoing support to Ministry of Health, SHARe II participated in a three-day retreat facilitated by MOH on the adaptation/adoption of the GBV and Child Sexual Abuse (CSA) policy. At the end of the meeting, a technical committee was formed to spearhead the drafting and development of the policy.

Support to Local NGO-Partners ZINGO and ZARAN

SHARe II carried out a pre-award assessment of ZARAN to determine its suitability and readiness to receive USG funds to carry out the HIV/AIDS policy and regulatory tasks outlined in its scope of work. SHARe II staff met with ZARAN to review the work plan, look at areas of collaboration and timing of activities, and build a better understanding of how SHARe II will support and work collaboratively with ZARAN. ZARAN is working with USG funding for the first time and needed much guidance and supervision to ensure that all activities undertaken contribute to SHARe II project deliverables, and adherence to financial and admin rules and regulation.

SHARe II subsequently participated in ZARAN's stakeholders meetings on HIV law reform, which were attended by 30 organizations with representatives from the National Assembly, the Judiciary, Prisons Service Commission, government ministries, quasi-government agencies, civil society organizations, faith-based organizations and donor agencies. The main purpose for the stakeholders meetings was to avail the partners an opportunity to provide an input on the paper prepared by ZARAN on legislating HIV in Zambia. The paper highlighted two strategies on legislating HIV in Zambia; the first recommendation focused on having an omnibus legislation, which would entail a HIV-specific statute, and the second strategy was that of mainstreaming HIV legislation in the relevant pieces of legislation. The stakeholders recommended that the latter strategy be implemented.

ZARAN also held a stakeholders meeting to finalize the Legislation Project, which was started in the previous SHARe project. ZARAN identified 22 pieces of legislation (compared to 36 identified

during the predecessor SHARe project) for law review; the main reasons for this reduction was that some of the provisions in the statutes identified were amended by new statutory provisions, while other statutes were considered to have no significant bearing on the HIV/AIDS response.

As part of its support to ZINGO, SHARe II staff trained leaders from various church mother bodies in gender mainstreaming. At the end of the training, participants were asked to develop the action plans which will be followed up during the monitoring and support activities in gender mainstreaming issues.

Objective 2: *Strengthen organizational and technical capacity of coordinating structures to sustain the HIV/AIDS response*

Under this objective, SHARe II will strengthen the capacities of HIV/AIDS coordinating structures in both the public and private sectors, selected umbrella civil society organizations and chiefdoms to coordinate, manage, and implement the national and community-level HIV/AIDS responses, through provision of technical assistance including supporting expansion of successful evidence-based interventions and use of best practices across sectors, and advising on the most efficient and effective use of resources.

I. *Strengthen the capacity of NAC to coordinate the national response*

Zambia in 2010 developed a National AIDS Strategic Framework (NASF), a national operational plan (NOP) and a monitoring and evaluation plan to be in effect through 2015. The NASF is implemented at the local level through the Provincial AIDS Task Forces (PATFs) and District AIDS Task Forces (DATFs). Although Zambia has a generalized HIV/AIDS epidemic, the epidemic shows geographic heterogeneity, particularly in terms of prevalence and risk factors. Given this situation and with SHARe II support, NAC has revised original plans to implement the NASF at the local level and agreed instead to allow each district to develop its own HIV/AIDS strategic plan to enable them to be more responsive to local needs.

Support to NAC around Strategic Planning Processes

Shortly after project launch, SHARe II and NAC shared work plans and developed a harmonized joint work plan for 2011 to ensure that SHARe II's work in this area was responsive to both project deliverables and NAC's plans. Following this, SHARe II facilitated the development of standardized planning guidelines for the strategic planning framework, working with other stakeholders. SHARe II also provided technical assistance to NAC during the review of the Joint Annual Program Review (JAPR) data collection tools.

SHARe II then engaged NAC in planning for the finalization of the Strategic and Operational Planning templates and guidelines for District HIV/AIDS Strategic Planning (DASP) and District Operational Planning (DOP). In addition, SHARe II provided technical support to NAC towards finalization of the standardized District HIV/AIDS Strategic Planning and District Operational Planning templates and guidelines.

Support to NAC in Development of The DATF Toolkit and Sub-granting Manual

SHARe II was invited to be a key participant at a workshop to review PATF and DATF operational guidelines and develop a sub-granting manual to fill a gap that NAC had identified in coordination management at decentralized levels. SHARe II used lessons learned under SHARe to provide technical input to the review process and to develop the sub-granting manual. The draft guidelines and manual will be presented to a larger stakeholder group by NAC, for validation and approval.

SHARe II Support to World AIDS Day Preparation and 2011 Prevention Convention

SHARe II provided technical support to NAC in the preparatory meetings for World AIDS Day, which is held on December 1st each year. SHARe II is represented on all the three preparation committees (IEC Committee, Resource Mobilization Committee and Activity Committee) and was chosen to chair the Resource and Mobilization Committee. SHARe II is also sitting on sub-committees formed and providing technical assistance to National AIDS Council to prepare for the HIV/AIDS Prevention Conference to take place in November 22-25, 2011.

2. Strengthen capacities of PATFs & DATFs to coordinate the provincial and district level response

After the United Nations Volunteer program on HIV/AIDS that supported the Districts AIDS Coordination Advisors (DACAs) ended in 2009, the transition of staff from the UN Development Programme (UNDP) to NAC took long and resulted in high staff turnover, due to uncertainties about job security. This resulted in the recruitment of new personnel with different professional backgrounds and with little or no experience in the HIV/AIDS response management and coordination, and significantly weakened the capacity of DATFs to coordinate and manage district HIV/AIDS responses.

SHARe II is providing enhanced technical support to strengthen the capacity of PATFs and DATFs to coordinate decentralized responses, being cognizant of the fact that coordinated activities at the provincial and district level are crucial for a successful response to the epidemic.

Technical Support to DATF and PATF Organizational Capacity Assessments (OCA)

Providing technical support to carry out annual Organizational Capacity Assessments (OCAs) still remains the key activity for strengthening PATF and DATF performance. OCAs help the PATFs and DATFs to assess levels of performance in key systems and mandate areas, and—based on the results—to develop and implement performance improvement plans. SHARe II and NAC reviewed the DATF OCA tool used under SHARe in order to incorporate relevant changes, given that mandates changed with the new NASF. New cross-cutting issues such as gender, advocacy, human rights, supervision and monitoring and evaluation were incorporated.

Pilot DATF Certification Process

SHARe II and NAC developed a roadmap and draft tools for the pilot DATF certification process. This culminated in the production of the initial draft DATF certification standards, which are largely based on discussions held with key informants at both the national and sub-national levels and literature reviews of the NAC-DATF strategic and operational documents. As of the end of the reporting period, the SHARe II technical team was reviewing the certification standards before further review and input by NAC and other key stakeholders.

Support to PATFs and DATFs in orientation

SHARe II, working in collaboration with NAC, developed PATF/DATF orientation guidelines to help to train and orient the current DACAs and PACAs in their roles and responsibilities and also provide basic training in HIV/AIDS to enable them provide better coordination of local HIV/AIDS responses. SHARe II and NAC subsequently developed a draft district orientation package for DATFs which includes governance, financial and administrative management, resource mobilization, social mobilization, networking, monitoring and evaluation, orientation on DATF mandates, stakeholders' mapping/mobilization, strategic planning and strategic thinking.

Support to DATF Strategic and Operation Planning Processes

Following finalization of the District HIV/AIDS Strategic Planning and District Operational Planning templates and guidelines, SHARe II facilitated a five-day Training of Trainers (ToT) for 13 DATFs in strategic and operation planning process. Participants were district planners and DACAs. This resulted in participating districts drawing up roadmaps for the development of District Strategic and Operational Plans in order to enable them to be more responsive to local HIV/AIDS needs and wants. SHARe II is currently providing technical assistance and on-the-spot mentorship to 13 DATFs in District HIV/AIDS Strategic Planning and other issues related to their mandates. SHARe II internally developed a monitoring tool for the tracking of progress made by individual districts towards developing their District HIV/AIDS and Operational Plans.

3. Strengthen the capacity of civil society organizations to coordinate HIV/AIDS response in their sector

Some of the most significant achievements in the response to the HIV/AIDS epidemic in Zambia have been made through civil implementers. Building on work begun under SHARe, SHARe II will continue to work with national umbrella civil society organizations, associations and chiefdoms to improve institutional capacity to coordinate, manage, and implement the national HIV response. A package of support includes support to conduct OCAs, and—based on the findings—SHARe II will provide technical assistance to improve partners' capacities. Additionally, quality monitoring and support through performance standards, capacity building, certification, membership and coordination with AIDS task forces, and building resource mobilization skills will be provided.

Support to the Network of Zambian People Living with HIV – NZP+

The Network of Zambian People Living with HIV/AIDS (NZP+) is a national organization for people living with HIV/AIDS. Established in 1996, it aims to improve the quality of life of people living with HIV and AIDS by pursuing three issues, namely; support, communication and representation of the people living with HIV/AIDS. NZP+ has grown from a group of 28 members in 1996 towards a national network of approximately 90,000 PLHIV (3,500 support groups) in all 72 districts of Zambia.

Currently, NZP+ and, by extension, a large proportion of the PLHIV response is under threat because the organization has no funding, is quite unable to manage itself, and its public image is poor and so dented that it has lost the goodwill of many potential donors. However, in spite of this situation, NZP+ remains a critical stakeholder in the fight against HIV/AIDS.

SHARe II first held strategic meetings with NZP+ aimed at ascertaining the extent of its problems and hopefully transforming it into a viable institution that can live up to the expectations of its membership and other stakeholders. The following activities were agreed upon between SHARe II and NZP+:

- Organizational Capacity Assessment (OCA) and development of an NZP+ Capacity Development Plan based on findings from the OCA
- Development of the NZP+ 2011-15 NZP+ Strategic, with clear vision, mission, objectives and strategies and development of the NZP+ Operational Plan
- Development of an NZP+ Monitoring and Evaluation System with indicators and targets to facilitate performance measurement
- Support to develop an NZP+ resource mobilization plan
- Support to improve leadership and governance procedures
- Support in the revision of the NZP+ Constitution and structure and staffing, including resuscitation of NZP+ Board sub-committees

Subsequently, SHARe II worked with key stakeholders to develop the NZP+ OCA tool and conduct the baseline OCA for NZP+. Based on the evidence and findings from the OCA, SHARe II provided ongoing support and mentorship to bridge identified weaknesses/gaps. SHARe II also supported NZP+ to develop an action plan at the end of the OCA process, including plans for strategic plan and operational plan development.

SHARe II provided technical assistance to NZP+ based on the baseline OCA action plan and successfully facilitated a five-day issue-based strategic planning process workshop involving 45 NZP+ members drawn from the National Board, National Secretariat, selected District Chapters and stakeholders. In addition, SHARe II maintained regular communication with NZP+ to track progress on the writing of the strategic plan. SHARe II received and reviewed the draft zero strategic plan that NZP+ submitted in the month of September. The reviewed draft was sent back to the NZP+ Secretariat and NZP+ distributed it to other key stakeholders for further input.

Objective 3: Strengthen and expand HIV/AIDS workplace programs;

Under this objective, SHARe II will expand access to workplace programs in the public, private, and informal sectors, and foster linkages and referral systems with community-level partners and implementers to expand access to HIV prevention, care, support and treatment services for employees, dependents and, where feasible, to defined outreach communities, to reduce HIV-related employee absenteeism and ultimately contribute to increased productivity.

A key lesson learned from SHARe is that management buy-in is a critical ingredient for successful workplace HIV/AIDS programs; a key aspect of the SHARe II approach is to obtain senior management buy-in for workplace HIV/AIDS programs both in the public and private sectors.

Engaging Leadership for an Enhanced Workplace-based HIV/AIDS Response

SHARe II has held dialogue with partners aimed at obtaining high-level buy-in, focusing on mobilizing leadership at both organizational and Labor Union levels as a way of strengthening management and leadership involvement in HIV/AIDS workplace programming. Meetings have been held with the Ministry of Labor and its strategic partners: International Labor Organization (ILO), Zambia Federation of Employers (ZFE), Public Sector Management Division (PSMD), Zambia Congress of Trade Unions (ZCTU), public sector ministries and private sector CEOs to discuss leadership engagement and involvement in the HIV/AIDS response.

Public Services Management Division (PSMD): SHARe II held several discussions with PSMD to discuss their role in strengthening public sector workplace programs and the leadership role that Cabinet Office can play in the HIV/AIDS response. SHARe II supported and facilitated a dissemination meeting of the implementation, strategic and monitoring frameworks of the public

sector HIV/AIDS program. The PSMD with support from SHARe II has planned a quarterly meeting for the focal point persons in the public sector to share program innovations and activities as a way of providing a forum for sharing experiences and learning from each other.

Zambia Federation of Employers (ZFE): SHARe II held a preliminary meeting with representatives from the Zambia Federation of Employers (ZFE). ZFE was formed in 1966 under the Industrial and Labour Act and has a membership of 300 private sector companies (such as mines, commercial banks, communication companies and others) and 3000 independent members. After the meeting and presentation from SHARe II, ZFE expressed an interest to include coordination of the private sector HIV/AIDS response in their mandate. An MOU with ZFE was drafted and is pending the official signing to define collaborative responsibilities. ZFE will work with the Zambia Congress of Trade Unions (ZCTU), Ministry of Labor, Youth, Sport and Child development, and International Labor Organization (ILO) in addressing HIV/AIDS in the workplace of their partner members.

Livingstone Tourism Association (LTA): SHARe II's work with the tourism Public–Private Partnership (PPP) in Livingstone has been strengthened with the involvement of the LTA in coordinating the tourism partners in Livingstone. This will increase the number of partners in the PPP, hence reaching out to more workers with HIV/AIDS services. Discussions with the LTA have reached advance stage for a possible grant to implement services in the smaller 'mom and pop' tourism businesses employing 5-10 people, and to effectively coordinate the tourism HIV/AIDS response through a CEO forum on a semi-annual basis.

Defining the SHARe II HIV/AIDS Workplace Programs Core Package

SHARe II has worked collaboratively with PSMD and ZFE to define and build common understanding about what constitutes an HIV/AIDS workplace program. The review classified the SHARe II core package workplace-based HIV/AIDS services as comprising:

- **Structural interventions:** Formulation of workplace HIV/AIDS policies and leadership/senior management support to increase buy-in and support for programs.
- **Behavioral Interventions:** Information and skills training aimed at increasing access to and uptake of HIV testing and counseling (HTC), male circumcision, PMTCT, and ART and condoms; decreasing number of sexual partners, particularly multiple and concurrent partners; supportive HIV disclosure and positive living and dignity; increasing number of sexual acts that are protected by condoms; reduction in alcohol and substance abuse, gender-based violence (GBV), and HIV-related stigma and discrimination.
- **Biomedical Interventions:** Provision of or referral to male circumcision services, HIV care and treatment services and ART, PMTCT and male circumcision.

A key aspect will be social mobilization for HIV/AIDS prevention and HIV-related service uptake and extending services to defined workplace communities.

I. Expand and replicate efforts in the private sector including small, medium and large-scale businesses, and the informal sector

SHARe II will support the private formal and informal sectors to implement quality workplace HIV programs with increased focus on HIV prevention. Integral to these efforts will be support for sustainability and handover, encouraging supported partner workplaces to increase their investment over the life of SHARe II.

The Tourism HIV/AIDS Public-Private Partnership

Peer Educator Training to Livingstone Tourism HIV/AIDS PPP Partners: SHARe II successfully re-engaged with the following PPP partners in Livingstone who were involved with the previous SHARe project: Kubu crafts, Tongabezi, Tujatane Community school, The River club, Bush tracks Africa, Wasawange lodge and tours, Zambezi Nkuku, Sun hotels, and Jollyboys back-packers. The program also recruited new partners in Livingstone in the scale up of the program (Waterfront, Thorn Tree, Protea hotel, and David Livingstone hotel, Victoria falls University, Rainbow tours and Lodges and Sussie and Chuma). The re-engagement of the old tourism PPP partners was followed by a training of peer educators.

Extension of Programs to Defined Outreach Communities: In SHARe, the Tourism HIV/AIDS Public-Private Partnership was strengthened to not only address HIV/AIDS in their workplaces but also to support HIV/AIDS corporate/social responsibility activities, including HIV/AIDS social mobilization in surrounding communities. Besides the work with the PPP partners, SHARe II has engaged the local outreach communities of Mukuni and Simoonga villages in some health and wellness programs within their communities. The community teams that were trained in SHARe have been mobilized and organized to review their activities and plan for new ones in line with the current problems the communities are experiencing. SHARe II also received a request from partners to extend some community mobilization activities to Sinda Community, near Simoonga village, where most of the lodges along the Zambezi River draw their staff from.

Expansion of Tourism HIV/AIDS PPP outside Livingstone – Support to Wilderness Safaris: SHARe II has re-engaged with Wilderness Safaris Zambia (WSZ) to implement workplace HIV/AIDS programs. Wilderness Safaris is a conservation organization and ecotourism company dedicated to responsible tourism throughout the areas in which it operates in southern Africa. SHARe II first drafted an MOU to guide program implementation, and conducted an initial peer education training for ten staff and eight managers. The management training was for a shorter period and was aimed at developing supervision skills among the managers to conduct supportive supervision and technical support to the peer educators.

SHARe II then made follow up visits to the Livingstone-based WSZ camp and provided supportive supervision to the peer educators in the dissemination of HIV/AIDS information to their peers. The HIV/AIDS sensitization meetings have been broadened to include other health and wellness programs and the condom distribution to staff has also gone up. So far, the program has been able to reach out to 32 female and 91 male employees with HIV/AIDS messages

Private Sector Small, Medium and Large Businesses, and Informal Sector Programs

In strengthening the HIV/AIDS workplace programs in the private sector, SHARe II works with LEAD Program - Zambia Ltd (LEAD) and Zambia Health Education and Training Trust (ZHECT). LEAD focuses on the informal sector and ZHECT focuses on large- to medium-sized enterprises. At the beginning of the year, SHARe II conducted a pre-award assessment for both organizations to determine their suitability and capacity to carry out these activities. Both ZHECT and LEAD passed the assessment and were awarded the project.

LEAD Workplace HIV/AIDS Programs: LEAD uses the BizAIDS model, which mitigates the impact of HIV/AIDS on individuals; micro, small, and informal businesses; employees and their families; and the communities in which they operate. The model addresses three elements: health, business/entrepreneurial skills-building, and asset protection. In addition, LEAD provides mobile HTC services including couple HTC. Individuals who test positive are referred to local hospitals or nearby health centers for additional HIV-related services.

At the start of the year, LEAD conducted a TOT for 12 people who will help in the roll out of the training programs for the identified communities. LEAD also conducted 9 BizAIDS training workshops in chiefdoms across three provinces: Luapula (Chief Mulala), Northern (Chief Mungulube and Chief Mwaba) and Southern (Chief Mapanza, Chief Hamusonde and Chief Machila). In addition to the workshops, LEAD Program conducted HIV/AIDS sensitization activities in Zambezi as part of the initial mobilization of the community in readiness for the training. Through these activities, LEAD program was able to reach out to 16,035 individuals with HIV/AIDS messages and 7,163 individuals were counseled and tested for HIV and received their test results.

ZHECT Workplace HIV/AIDS Programs: ZHECT began re-engaging partners to implement workplace HIV/AIDS programs in five provinces of Zambia: Lusaka, Northwestern, Northern, Luapula and Copperbelt provinces. Currently, 15 companies are on board to work with ZHECT: Taj Pamodzi Hotel, Southern Sun Hotel-Lusaka, Lusaka Water & Sewerage Company, LASF, Kafue Sugar, Tobacco Board of Zambia, ZHECT, Kafubu Water & Sewerage Company, Chambishi Mine, Sandvick, Tazama, Kalungwishi Sugar Company, Northern Coffee Company Limited (Formerly Kasama Coffee) and Lumwana Mining Company. ZHECT has also completed the recruitment of staff on the program.

Other Private Sector Workplace HIV/AIDS Program Activities - *Zambian Breweries Support*

Request: SHARe II has worked closely with *Zambian Breweries*, as one key stakeholder that participated in the development of the National Alcohol Policy. *Zambian Breweries* worked with ZHECT to implement workplace-based HIV/AIDS programs in the predecessor SHARe project. *Zambian Breweries* approached SHARe II to help support an HIV/AIDS risk assessment of their value chain distribution so that their HIV/AIDS interventions are informed by research. SHARe II has asked *Zambian Breweries* to do an assessment of the characteristics and geographic spread of the value chain so that SHARe II can do a cost analysis.

2. Expand and replicate efforts in the public sector including continued support and expansion to additional line ministries

The public sector response to HIV/AIDS in Zambia has been extremely slow and lackluster. SHARe II will leverage SHARe success in supporting the Inter-Ministerial Stakeholders' Forum (IMSF) and supporting all line ministries to mainstream HIV into their plans and programs. Additionally, the launch of the Strategy for the Prevention and Mitigation of HIV in the Public Service in 2009 and the availability public sector HIV funding from the Global Fund are building blocks for sustainable and effective public sector workplace programs.

Government Reform of Private Sector Line Ministries

With the change of Government in September, the public sector is undergoing some reforms. Of the ten ministries SHARe II has been working with, the Ministry of Tourism, Environment and Natural Resources was cut, while the Ministry of Works and Supply was merged with the Ministry of Communication and Transport. The Ministry of Agriculture and Cooperatives was also merged with the Ministry of Livestock. PSMD is helping SHARe II to coordinate activities and partnerships with the re-designed ministries. SHARe II has also continued to dialogue with the ministries and has so far met with the administration and management of the Ministries of Finance and National Planning, Commerce and Industry, Communication and Transport, Agriculture and Cooperatives, Justice and Home Affairs.

The National HIV/AIDS Workplace Policy

The National HIV/AIDS/STI/TB Council has mandated the Ministry of Labor and Social Security to develop an all-inclusive National HIV/AIDS Workplace Policy with support from the International Labor Organization (ILO). SHARe II is working with the Ministry and ILO to provide technical expertise on the formulation of the policy. SHARe II also participated in the formulation of the terms of reference and recruitment of the consultants who will facilitate the development of the policy. Two consultants have been selected and a road map is being developed to show how the process of development will be done.

Development of Training Guides for Peer Education and the GESHA Programs

SHARe II has noted that there are many trainings being conducted by different organizations on peer education and other HIV related topics, but also that there is no uniformity of the training materials used, making it difficult to assess quality of information or training standards. SHARe II and its implementing partners started consultations on developing a training guide for peer educators, integrating the gender and sexuality approach in HIV/AIDS training, and promoting greater involvement of workers living with HIV in workplace HIV/AIDS programs through its Positive Action by Workers (PAW) program for PLHIV. SHARe II collected information and developed training materials that will then be used as training guides and manuals.

Positive Action by Workers (PAW)

The visibility of people living with HIV in the workplace is very minimal or otherwise nonexistent in many workplaces. SHARe II is building on the previous success of the innovation of integrating the PAW program into the peer education program to raise awareness in workplaces of the importance of safely providing opportunity for people living with HIV to get involved in HIV/AIDS programs as peer educators. The SHARe II-supported public sector ministries came together to review the PAW activities and plan further implementation and scale up of the program. There was consensus among the partners that the program needed to be supported as it would work towards breaking of the 'thick wall of silence' surrounding HIV infection in Zambia among workers, by openly showing the face of HIV in the workplace.

Ministry of Home Affairs Workplace HIV/AIDS Programs

The Ministry of Home Affairs (MHA) has several departments that participate in workplace HIV/AIDS programs, such as the Police and Prison Services and welcomed SHARe II's partnership on HIV/AIDS workplace programs.

Gender and Sexuality in HIV/AIDS (GESHA): The implementation of the GESHA program in the predecessor SHARe program allowed open discussion of the drivers of the HIV epidemic in Zambia, including MCPs, alcohol abuse, and sexual violence against women and girls, in the context of the gender, sexuality and the cultural environment. The program assisted workplaces and communities to develop HIV interventions that are relevant to their local situations to address these drivers and come up with collective and individual actions to reduce HIV vulnerability. Workplace programs at the MHA have integrated the gender and sexuality approach into traditional workplace HIV/AIDS programs for greater effectiveness so as to provide a 'safe haven' where discussions on gender, culture, and sexuality can openly take place between workmates, couples and community members, without fear of sanctions from cultural standard-bearers.

GESHA Training for the Zambia Police Service in Lusaka and Ndola: SHARe II conducted GESHA training and re-training meetings with new and old police stations in Lusaka and Ndola, including the Lusaka police division, Lilayi and Paramilitary training schools and spouses of senior police. The trained groups continued to meet and re-organized their activities and formed support groups and income generation activities. So far, the department has been able to reach out to 163 males and 514 females with HIV/AIDS and GESHA interventions. The peer education program is working well and the GESHA program is picking up momentum in the old as well as new sites where the program has been scaled up.

Support to Zambia Prison Service Workplace HIV/AIDS Programs: The Zambia Prison Service acknowledges that HIV is a serious health threat for the prison population in the country, and presents significant challenges for government and public health authorities. HIV/AIDS complicates and exacerbates already poor prison conditions, such as overcrowding and poor nutrition. The preliminary result of a behavioral and biomedical survey among prison inmates as of 2009/2010 was an HIV prevalence of 27%. Given the high turnover of inmates and circulation back into the general populations, the prison systems constitute a concentrated HIV/AIDS epidemic with significant impacts and implications for the general population HIV/AIDS epidemic. Without an appropriate response to HIV/AIDS in prisons, the potential consequences will be increasingly tragic for both prisoners and the communities they come from.

To address some of these challenges, the Prison Service asked SHARe II to support the development of medical directorate strategic and operational plans to strengthen the health department within the service. The plan is aligned around the following thematic areas: Intensifying prevention; intensifying treatment; mainstreaming the gender and sexuality approach into ongoing HIV/AIDS interventions; mitigating the socio-economic impact of HIV/AIDS; strengthening decentralization and mainstreaming of HIV/AIDS; monitoring, evaluation and research; and advocacy and coordination. The Zambia Prison Service administration has given due diligence to the development of this plan and all the senior managers, including the Commissioner and his deputies, participated in the development of the strategic plan.

Objective 4: *Strengthen collaboration and coordination of HIV/AIDS activities with the GRZ, USG funded partners, and other stakeholders*

Under this objective, SHARe II will provide technical assistance to GRZ through NAC to improve collaboration and coordination of the HIV/AIDS response across multiple partners and stakeholders, including providing support for joint-planning, developing and maintaining a monitoring system that will track leadership, legal and policy environment strengthening, coordinating structures strengthening activities, and support to improve monitoring and evaluation for national HIV/AIDS activities.

Presentation on the SHARe II Project to the National HIV/AIDS/STI/TB Council

Shortly after the start-up of the SHARe II project, the SHARe II COP, DCOPs and senior project staff paid a courtesy call on the NAC Director General. At that meeting, it was agreed that there was need for the SHARe II project to develop a concept paper broadly explaining its scope of work and in particular, the scope of related to proposed collaborative work with NAC. It was later agreed that it would be helpful to have a detailed presentation of the project activities to NAC and its staff to facilitate smooth implementation and collaboration.

Subsequently, in March 2011, SHARe II staff made a detailed presentation of the project to the NAC senior management and NAC staff, including the NAC Director General. During the meeting, the NAC DG explained to the NAC staff that the SHARe II scope of work is in conformity with the National HIV/AIDS Strategic Framework (NASF 2011-2015), and the National Operational Plan (NOP), and is part of the USG and GRZ Partnership Framework. The NAC DG since authorized SHARe II to develop a concept paper on the implementation of the HIV/AIDS Stakeholders Forum, which was circulated to the USG for comment before it was later submitted to NAC for comment and action.

Support Joint Planning with and Buy-in of Programs of HIV Implementers and Stakeholders to GRZ Plans and Strategies

With a mature HIV/AIDS epidemic that has stabilized at a very high HIV prevalence rate, and with limited resources to manage the response, there is a high premium on efficient and effective response coordination and management to ensure quality and equitable service provision to PLHIV and those affected by the epidemic, and to break the cycle of HIV transmission and prevent new infections. To achieve this, there is need to have a clear and publicized HIV/AIDS response strategy, backed by an effective system of communication and information flow between the MOH and NAC on the one hand, and other key stakeholders in the response—including donors, NGO implementing partners, civil society, the private sector and the public sector—on the other hand.

SHARe II believes that some of the current coordination and management challenges in NAC are related to inadequate communication with donors, implementers, GRZ and other players. SHARe II plans to support NAC to host regular stakeholder meetings (2-3 times per year) at the national level and in selected focus districts to provide updates on the state of the national and local HIV/AIDS responses and gather input from participants to help improve performance.

The expected result from this support is that donors, implementers and other key players in the response, at both the national and sub-national levels, will become more aware of the policy, strategic, operational expectations and milestones of NAC in the HIV/AIDS response, and align

their policies, strategies, and action plans to NAC through joint planning, and regular and improved communication.

III. Monitoring and Evaluation

Each of the four technical task teams has a dedicated M&E staff member assigned, acting as part of the technical team in an effort to integrate the M&E as part of all project activities. The communications and documentation specialist position remains open despite two hiring efforts, because the potential applications have not met the requirements of the position.

SHARe II provided technical support to external partners and to SHARe II Secretariat technical units as reported below:

SHARe II M&E Support Activities to the Secretariat

The M&E unit worked on revising and clarifying the indicators that SHARe II and its partners will collect and report on a regular basis. The revision involved adjusting and setting indicator targets and then determining the mode, frequency and method of data collection.

In an effort to create a uniform ongoing data collection and reporting M&E system, the technical requirements of a data management system to improve SHARe II's efficiency in program management were specified in collaboration with a consultant. The system will be housed at SHARe II and will include data collection, analysis and reporting. This data management system will electronically capture the sets of tools and indicators be used to support the data collection and program management needs of the project staff.

M&E staff has been working on developing materials to support data collection forms for all technical areas. These include training materials on Monitoring and Evaluation that will be used as presentations and hands-on workshops with a variety of audiences including internal SHARe II staff and its partners. Secondly, data collection forms for both partners and the SHARe II Secretariat were developed and circulated to start reporting on their activities to SHARe II. These data collection forms focus on tracking activities by both PEPFAR and SHARe II-only indicators. Additionally, a policy-tracking tool has been developed to monitor progress in legislation and a gender score card has also been adapted from NAC and GIDD.

The M&E unit began to design a baseline study, which will establish reference data for the various project components. This will include qualitative Focus Group Discussions and Key Informant interviews using a Leadership assessment tool, support group interview tool and checklist for leadership engagement all of which establish a baseline for evaluating Task I work with various types of leadership. There is also a quantitative component to the baseline evaluation efforts

primarily focused on SHARe II's work in Task 3, which are surveys of a sample of public and private sector workplace employees and HIV focal point people in those workplaces.

Support to SHARe II Partners

NAC: The SHARe II M&E unit provided TA and supported the NAC M&E directorate as a participant in the M&E Theme group, and two of the staff participated and gave feedback to the NAC JAPR review.

LEAD: The M&E unit provided technical assistance to LEAD in developing their assessment tools for both their trainers as well as the trainees. These tools are now being tested as part of LEAD's BizAIDS model. LEAD also worked with SHARe II to provide input on indicator targets for the COP and provided input on the partner data collection tools.

ZARAN: The M&E unit provided support to ZARAN as they develop tools for data collection.

ZINGO: The SHARe II M&E team participated in the interview and hiring process for the ZINGO M&E specialist; provided technical assistance in designing the internal evaluation study and terms of reference to be used in hiring a consultant to conduct an evaluation of ZINGO's previous implementation of the previous strategic plan; and participated and conducted sections of the ZINGO training of program managers in M&E for gender activities.

ZHECT: ZHECT worked closely with SHARe II in developing with partner data collection tools. ZHECT started working with SHARe II on an upcoming baseline study where the workplace component will be conducted jointly.

V. Appendices

Appendix 1: SHARe Results Framework

