

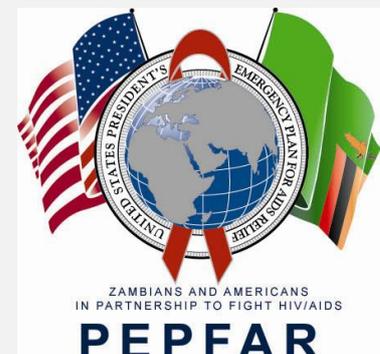
## **SUPPORT TO THE HIV/AIDS RESPONSE IN ZAMBIA II (SHARe II)**



**Quarterly Report**  
**Period: January 1, 2013 – March 31, 2013**

**Contract No: GHH-1-00-07-00059-00**  
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## 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

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MTENR	Ministry of Tourism, Environment and 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. Executive Summary

The five-year United States Agency for International Development (USAID)-funded Support to the HIV/AIDS response in Zambia (SHARE II) Project was designed by USAID to address the four broad project objectives shown in *Figure 1* below.

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

During the October 1, 2012 to December 31, 2012 period, the quarter under review, SHARE II undertook full-scale project implementation.

In **HIV/AIDS Leadership Programs** SHARE II provided technical support to increase HIV/AIDS leadership including providing technical assistance to selected SHARE II focus chiefdoms in community development action planning leadership (CoDAP) and

*Figure 1: SHARE II project objectives.*

operational planning aimed at fostering appropriate community actions, based on the understanding that HIV/AIDS is a developmental issue and that addressing HIV/AIDS must be part of any sustainable chiefdom development agenda; defining and agreeing a framework with the Coalition of African Parliamentarians against HIV/AIDS – Zambian Chapter (CAPAH-Zambia) for technical support in HIV/AIDS leadership; and training religious leaders in HIV-related advocacy and correct and consistent HIV/AIDS messaging. Nineteen out of 35 focus chiefdoms have completed the community planning processes. The next key phase is training of leaders in HIV/AIDS advocacy and in correct and consistent HIV/AIDS messaging so that they can provide the much needed HIV/AIDS leadership at the local and national levels. SHARE II has put in place an implementation schedule for CAPAH-Zambia that will ultimately contribute to not only moving forward selected legal and policy processes, but also to increasing local resource allocation to HIV/AIDS and health. Religious leaders trained in HIV/AIDS leadership by SHARE II will contribute to the fight against HIV-related stigma and discrimination in the church and in the general community, and are expected to be a powerful advocacy voice on behalf of Zambians living with HIV and those affected by HIV.

In **Policy and Regulatory Environment Programs** SHARE II worked closely with government structures and institutions, and other key stakeholders to contribute to efforts to improve the policy and legal environment in Zambia to improve protections for people living with HIV (PLHIV) and those affected by HIV/AIDS. Activities undertaken include support to advance review and formulation processes for the National HIV/AIDS/STI/TB Policy, the National Alcohol Policy, the National Workplace HIV/AIDS Policy; providing training support for Zambia Police Services (ZPS) for training in-service senior law enforcement officers in the appropriate handling of counterfeiting cases that have a bearing on HIV/AIDS, such as counterfeit anti-retroviral drugs (ARVs), counterfeit condoms, and fake infant formula; and providing technical support towards integrating HIV/AIDS into the training curricula of legal institutions of higher learning. The National HIV/AIDS/STI/TB Policy is currently in its initial stages of review. SHARE II wrote the concept paper that is guiding the review process, and is

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assisting in constituting the various policy review committees and writing the guidelines for the committees. Under SHARe II technical leadership and MOH overall leadership, the National Alcohol Policy is almost complete, with only public sector inputs remaining before tabling before Cabinet through a cabinet memo. The National Workplace HIV/AIDS Policy is complete and is awaiting approval by Cabinet. Training activities for both the Judiciary and law enforcement in appropriate HIV-related case management is currently an ongoing activity aimed at standardizing and improving handling and adjudication of HIV-related cases brought before the Zambian courts in the absence of a specific HIV/AIDS law. Integrating HIV/AIDS in the curricula of legal institutions of higher learning is intended as a more sustainable solution to the current challenges the legal system is facing in handling HIV-related cases, with the expectation that lawyers would come into service already knowledgeable about HIV/AIDS.

In **Coordinating Structures Programs** SHARe II strengthened the capacities of HIV/AIDS coordinating structures to coordinate, manage, and implement national and community-level HIV/AIDS responses through technical assistance. Support provided to coordinating structures in the public sector and to selected umbrella civil society organizations included support to implement an Organizational Capacity Assessment (OCA) and certification process for the District AIDS Task Forces (DATFs) that assesses institutional capacities and quality of service provision, thus allowing for continuous improvement; providing technical support to the DATFs in development of strategic and operational plans that are responsive to local epidemics; and providing technical support to the Network of Zambians Living with HIV/AIDS (NZP+) to finalize its strategic plan. The Organizational Capacity Certification (OCC) is an external review and evaluation that measures DATF performance using a set of pre-defined performance benchmarks or standards that also measure quality of services provided. Because the OCC is not a self-assessment, but rather uses external assessors, it is excellent both for measuring and comparing performance across DATFs, and for tracking trend within each DATF, from baseline. We expect that certification will provide an incentive for DATFs to improve performance in order to be certified. Currently, NZP+ and by extension a large proportion of the PLHIV response, is under threat because the organization has no funding and is unable to manage itself. Its public image is has also suffered. The strategic plan is one in a series of TA activities aimed at reviving NZP+.

Under its **Workplace HIV/AIDS Programs** SHARe II expanded access to programs in public, private, and informal sector workplaces. Under these programs SHARe II fostered linkages and referral systems with community-level partners and implementers to increase 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 death, and ultimately contribute to improved productivity. Specific activities undertaken include training of Peer Educators in both the public and private sectors; expansion of the Tourism HIV/AIDS Public Private Partnership outside Livingstone to the Lower Zambezi and Mfuwe; and advocacy and provision of technical support to the public sector to obtain management buy-in into workplace HIV/AIDS programs as a strategy to re-vitalize the public sector response to HIV/AIDS, which is still sub-optimal.

SHARe II activities, results, and achievements are discussed in more detail in the main report.

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## II. Program Overview

The USAID-funded Support to the HIV/AIDS Response in Zambia II (SHARe II) project contract was signed on November 9, 2010 for a five-year period, through November 4, 2015. SHARe II is implemented by John Snow Inc. (JSI) through the John Snow Inc. Company Limited and its partners: Initiatives Inc.; LEAD Program-Zambia; 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 USAID/Zambia's achievement of its Country Development Cooperation Strategies (CDCS), specifically *Development Objective 3 or DO 3: Human Capital Improved through IR 3.2 Health Status Improved*, to reduce the impact of HIV/AIDS through a Multi-Sector Response. 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), Ministry of Health (MOH), other GRZ institutions, 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

The SHARe II Vision is an enabling environment that supports an equitable and sustainable HIV/AIDS multi-sectoral response at all levels.

### SHARe II Mission

The SHARe II Mission is to serve as a catalyst in the development of a sustainable and effective HIV/AIDS multi-sectoral response at all levels, through innovative leadership involvement, an improved policy and regulatory environment, strengthened 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," working in partnership with the NAC and other GRZ agencies and institutions, Cooperating Partners, and other stakeholders and partners, to contribute to efforts to reduce and mitigate the impact of HIV/AIDS in Zambia.

The SHARe II project addresses the following Intermediate Results (IRs) under USAID/Zambia's Country Development Cooperation Strategies (CDCS) 2011 -2015, specifically Development Objective 3 or DO 3 - *Human Capital Improved*:

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**USAID DO3 Human Capital Improved:** Human capital is a multi-dimensional concept that merges the knowledge, skills, and capabilities that people need for life and work. It refers to education and health levels as they relate to economic productivity, and is a crosscutting constraint in Zambia, that must be addressed holistically rather than as discrete interventions. Human capital requires an educated populace that is able to make sound decisions that affect the health and welfare of families, and a healthy populace that is able to participate fully in education and economic opportunities.

**USAID IR 3.2 Health Status Improved:** Improved health status reduces household and government expenditures on health care, freeing resources for more productive investments thus contributing to human capital as well as rural poverty reduction;

**USAID Sub IR 3.2.2 Health Systems and Accountability Strengthened:** USAID/Zambia activities to improve health systems and accountability will include improving human resource capacity and management, drug logistics, monitoring systems, and capacity to conduct research and develop new interventions; and

**USAID Sub IR 3.2.3 Community Health Practices Improved:** USAID/Zambia assistance activities will work with community organizations to reach citizens and increase their knowledge of preventive behaviors and healthy practices.

## **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; and**

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

An important facet of the SHARe II project is to replicate and scale-up achievements from SHARe I. The four project objectives are based on the foundation established through SHARe I. Similarly, the implementation strategies that follow take cognizance of this and build on the SHARe I project, incorporating lessons learned and advancing successes and best practices, both from within the SHARe I project and from the wider public health arena.

## **SHARe II End of Project Expected Results**

The end of project expected results for SHARe II are outlined in the Monitoring and Evaluation Plan submitted to USAID at project start-up.

### III. PEPFAR Achievements as of March 31, 2013

SHARe II is on track to achieve set PEPFAR targets for FY 2013. Table I below shows quarterly and cumulative performance towards set PEPFAR targets.

*Table 1: SHARe II 2013 Quarter 1, Quarter 2, and Cumulative PEPFAR results*

Indicator	FY 2013 Q1 (Oct – Dec 2012)			FY 2013 Q2 (Jan – March 2013)			FY 2013 Cumulative (Oct 2012 – March 2013)		
	Male	Female	Total	Male	Female	Total	Number	Target	Percent
<b>P7.1.D</b> Number of People Living with HIV/AIDS (PLHIV) reached with a minimum package of Prevention with PLHIV (PwP) interventions	22	6	<b>28</b>	912	136	<b>1,048</b>	1,076	1,000	<b>108%</b>
<b>P8.1.D</b> Number of the targeted population reached with individual and/or small group level preventive interventions that are based on evidence and/or meet the minimum standards required	13,558	10,695	<b>24,253</b>	3,764	4,174	<b>7,938</b>	32,191	70,000	<b>46%</b>
<b>P8.2.D</b> Number of the targeted population reached with individual and/or small group level preventive interventions that are primarily focused on abstinence and/or being faithful, and are based on evidence and/or meet the minimum standards required	1,697	1,300	<b>2,997</b>	361	428	<b>789</b>	3,786	10,000	<b>38%</b>
<b>P8.3.D</b> Number of MARP reached with individual and/or small group level interventions that are based on evidence and/or meet the minimum standards required	8,966	406	<b>9,372</b>	1,065	257	<b>1,322</b>	10,694	17,500	<b>61%</b>
<b>P11.1.D</b> Number of individuals who received Testing and Counseling (T&C) services for HIV and received their test results	5,492	3,093	<b>8,585</b>	1,674	735	<b>2,409</b>	10,994	25,000	<b>44%</b>
<b>P10.2.D</b> Estimated number of people reached through workplace programs	19,050	13,788	<b>32,838</b>	5,438	4,909	<b>10,347</b>	32,838	50,000	<b>66%</b>

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## IV. Activities Undertaken During the Quarter by Objective

### Task I Quarterly Activities: Strengthen and Expand Leadership Involvement in HIV/AIDS and Improve the Policy and Regulatory Environment

SHARe II strengthens and improves 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.

#### **Sub-Task 1.1: Actively Engage and Mobilize (Catalyze) Leadership (MPs, GRZ, Traditional, Religious, PLHIV and Other Influential Leaders) to Increase Participation in HIV/AIDS**

SHARe II works with political, traditional, religious, and other influential opinion-leaders (musicians, sportsmen, 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, 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 works 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. SHARe II efforts at the structural and behavioral levels are partly intended to promote and create demand for biomedical HIV interventions.

A fundamental cornerstone of SHARe II strategy in HIV/AIDS leadership engagement is to help build understanding that HIV/AIDS is a developmental issue and that action taken by leaders in HIV/AIDS now, will ultimately contribute to national development. SHARe II helps to build understanding within Zambian leadership that HIV/AIDS leadership is part of their duties and responsibilities, as citizens in positions of influence and authority.

#### **Provide support to strengthen the capacity of leaders at all levels to engage and lead the HIV/AIDS response in their communities in order to increase their participation and influence health outcomes**

One of SHARe II's mandates is to engage and support local and national leaders to understand their roles and responsibilities in the national HIV/AIDS response, with the expectation that

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this understanding will increase their participation in, and leadership of the response. In this regard, during this quarter, SHARe II worked with different groups of leaders to strengthen their capacity to respond appropriately to the challenges of the HIV/AIDS epidemic in Zambia.

**Traditional leaders:** Working from the fundamental premise that HIV/AIDS is a developmental issue, and that local HIV/AIDS responses must be embedded in a broader developmental agenda in order to be sustainable and effective, SHARe II provided technical assistance to selected partner chiefdoms to equip them to integrate HIV/AIDS into their developmental plans programs and activities. Through the SHARe II-supported developmental planning processes, chiefdom leaders gain an understanding of the structural factors that drive HIV/AIDS, such as poverty and gender inequalities, and come to realize that they must act at the structural level to address these factors in order to mitigate the chiefdom's problems with HIV/AIDS. In addition, the leaders learn there is a need to act at multiple levels to support behavior change that prevents HIV transmission and promotes greater uptake of HIV-related services. As a result of SHARe II work, it is easier for other HIV implementers and development partners to work in these chiefdoms because the local leaders are primed, ready, and willing to take the initiative to improve, and they understand the value of technical assistance and partnerships in achieving their strategic goals.

During the quarter under review, the SHARe II HIV/AIDS leadership team worked with 14 chiefdoms to finalize their developmental strategic plans. Additionally, SHARe II assisted Macha chiefdom of Choma District in Southern Province, to undertake a Community Capacity Assessment (CCA) and Focus Group Discussions (FGDs) aimed at assessing current capacities in the areas of development and HIV/AIDS. During the next quarter, development strategic planning for Macha chiefdom will be undertaken.

**Religious Leaders:** SHARe II is working to build HIV/AIDS leadership capacities for religious leaders at two levels: 1) SHARe II works with selected groups of in-service religious leaders to build capacities in correct and appropriate HIV/AIDS messaging and in HIV/AIDS advocacy, to enable these leaders to reach out to their congregants with increased and appropriate HIV/AIDS messaging and leadership, and also to enable religious leaders with national platforms to increasingly provide visible HIV/AIDS leadership at the national level; and 2) SHARe II works with Theological Colleges and Bible Schools in Zambia, to assist them to integrate HIV/AIDS into their existing curricula, an activity that addresses an identified major gap in Zambia HIV/AIDS response – the poor HIV/AIDS competence of many in-service religious leaders – with the expectation that religious leaders will graduate from Theological colleges already HIV/AIDS competent, through formal instruction. The expected outcome of these two broad activities is that trained and knowledgeable religious leaders will increasingly provide HIV/AIDS leadership in their houses of worship and in the national dialogue, and take a stand to address the causes and effects of the HIV/AIDS epidemic, including gender inequality, power relations, denial, shame, guilt, stigma and the many forms of discrimination experienced by those living with and those affected by HIV.

During the quarter under review, SHARe II provided technical assistance to representatives from 13 Theological Colleges and Bible Schools in Zambia to develop a common curriculum that integrates HIV/AIDS, with the expectation that each college will later adapt this curriculum to suit specific doctrinal and other needs. In order to reduce costs and facilitate logistics for meetings, two groups, one based in Lusaka and the other on the Copperbelt, are worked on the curriculum. These two sets of curricula will later be merged into one, during the next quarter.

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Also during the quarter under review, as part of SHARe II's efforts to equip in-service religious leaders to be HIV/AIDS competent and working with sub-partner ZINGO, preparations were made to train trainers in HIV/AIDS messaging. These trained providers will in turn roll out training to five people from each of the 60 selected partner church congregations from Kitwe and Ndola. The five trainees from each congregation will include the Minister/Pastor and representatives from men, women and youth ministries. This core group of 300 trained leaders from these congregations will reach out to congregants in their churches with appropriate and correct HIV/AIDS messages, and provide HIV/AIDS leadership.

### **Provide technical support to leaders to build understanding of HIV/AIDS issues and their role in prevention**

Effective HIV/AIDS response leaders come from different levels of society (MPs, Chiefs, artists, musicians, beauty contestants, sportsmen, students etc.) and many these leaders are non-health actors and are not knowledgeable about HIV/AIDS. Deliberate efforts must therefore be undertaken to equip leaders to become effective HIV/AIDS change-agents by providing them with the information and tools they need to provide appropriate and effective leadership, in order to ensure correct and consistent messaging. To address this gap, SHARe II has developed the *HIV/AIDS Leadership Talking Points for Zambia's Leaders* to equip Zambia's leaders to reach their constituencies with correct and effective HIV/AIDS messages. The toolkit has pull out sections that any leader can pick and speak on a topic of their choice, including the drivers of the HIV epidemic in Zambia.

During the previous quarter, SHARe II got concurrence from USAID to print the HIV/AIDS Messages Toolkit. This quarter, SHARe II has started the process of recruiting translators who will translate the toolkit in seven local languages in preparation for roll out. SHARe II takes advantage of every meeting with leaders to help them understand the Zambian HIV/AIDS epidemic and their roles and responsibilities in the national HIV/AIDS response.

### **Improve ability to effectively utilize current resources and increase access to additional resources**

At the community level, SHARe II considers the chiefdom as a natural entry-point not only for the local HIV/AIDS response, but also for other developmental initiatives; chiefdoms are the unit of effective HIV/AIDS responses and the unit of effective poverty alleviation and developmental activities. SHARe II technical support processes assist local communities to integrate HIV/AIDS into their developmental plans, programs, and activities, thus ensuring that current and future local and external resources are used to address HIV/AIDS, where appropriate. A key aspect of the SHARe II support processes is assisting chiefdoms to map out stakeholders and form strategic linkages to address HIV/AIDS and to foster development.

During the quarter under review SHARe II undertook various activities related to this. For example, in Singani, Chikanta and Shakumbila chiefdoms, traditional leaders have been directly supporting and promoting behavior change for HIV prevention through HIV messaging campaigns, while chiefdom stakeholders identified during strategic planning have been engaged and are providing HIV interventions such as HIV testing and counseling and voluntary medical male circumcision services, within the chiefdom. From a developmental perspective, Chikanta chiefdom for example, has marketed its strategic plan widely and a key outcome of this are

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commitments from the World Bank, GRZ, and other partners to rehabilitate the road infrastructure in the chiefdom to facilitate movement of agricultural produce and people. Since agriculture is the mainstay of the economy in Chikanta, a good road infrastructure will contribute greatly to increased household earnings and development in the chiefdom, thus reducing poverty, a driver of HIV/AIDS in Zambia.

## **Strengthen Capacity of key leadership to advocate for improved HIV/AIDS policies and laws**

SHARe II works at many levels to build advocacy capacities for improved policies and laws. Efforts with political leaders and policy/legal stakeholders are described in subsequent sections of this report. Efforts with traditional leaders are described in this section. SHARe II recognizes that Zambian chiefs are the custodians of culture and traditions, and importantly, of customary law. Chiefs and other traditional leaders have the authority to amend customary laws and to provide traditional guidance and leadership to influence behavior and social norms that affect the response to the HIV/AIDS epidemic. They are potentially powerful allies in the HIV response because of their power to discourage behaviors such as early marriage, gender-based violence, property-grabbing from widows and orphans, sexual cleansing after the death of a spouse, and the practice of multiple concurrent partnerships, 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.

During the quarter under review the SHARe II HIV/AIDS Leadership team and the SHARe II Legal and Policy team advanced their support to two partner chiefdoms to assist them to develop by-laws to decrease or outlaw/ban harmful traditional practices that fuel the spread of HIV/AIDS. The support to the two chiefdoms is a pilot from which lessons will be learned for possible scale-up to other chiefdoms in subsequent quarters.

Also during the quarter under review, SHARe II began making plans to train other leaders, particularly MPs and religious leaders, in HIV/AIDS advocacy, including advocacy for improved HIV-related laws and policies, in subsequent quarters. This training will be conducted in collaboration with the SHARe II Legal and Policy team.

## **Support opportunities at the local level to ensure active consultation and participation**

By design, SHARe II HIV/AIDS and developmental processes require active consultation and participation from all sections of the target community. For example, during the chiefdom capacity assessments and strategic planning processes, SHARe II ensures not only that HIV/AIDS is integrated, but also that key groups, such as women, and youths, GRZ representatives, and developmental partners working in the chiefdom are fully represented. The SHARe II program trains leaders to provide HIV/AIDS leadership, through messaging, which requires active discussion and engagement with their people.

During the period under review, chief Chikanta and his headmen reported that they undertook a tour of their chiefdom to discuss the chiefdom's strategic plan at village level, and took the opportunity to use this platform to address issues of HIV/AIDS, particularly the importance of HIV testing and counseling and knowing one's HIV status. In subsequent quarters, SHARe II will support discussion forums on HIV/AIDS at national and local levels, as

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a platform for various leaders to interact with their communities through meaningful HIV/AIDS dialogue. Some SHARe II partner chiefs are already doing this using local radio.

### **Develop a highly visible initiative that identifies promotes and recognizes good leadership in HIV/AIDS**

SHARe II recognizes that HIV/AIDS leaders and champions come from different walks of life and speak to different audiences. The magnitude of the HIV/AIDS epidemic requires that we engage leaders, role models and champions at every level (national and community) and further, providing them with appropriate messages backed by current science and evidence, in order to ensure correct and consistent messaging and effective leadership.

During this quarter, SHARe II began actively engaging with possible champions to obtain their buy-in to take up this role. In the next quarter, SHARe II will train these selected champions in HIV/AIDS messaging so that they are able to articulate HIV/AIDS messages accurately and confidently. Apart from discussion forums and other speaking engagements, other HIV/AIDS leadership platforms and opportunities will be provided to these leaders through a variety of media such as bill boards, television, and other print and electronic media. SHARe II also takes advantage of the launch of strategic plans and other high profile activities to promote good leadership in HIV/AIDS.

### **Increase the capacity and greater involvement of PLWHA to advocate and lead an effective HIV/AIDS response**

PLHIVs can provide the much needed leadership in HIV/AIDS response in the Zambia. Where PLHIVs have been involved in the response, positive results have been achieved. In Zambia, PLHIV leadership involvement in the response has been particularly weak. There is need for increasing the capacity and greater involvement of PLHIV so that they can advocate and lead an effective HIV/AIDS response. The SHARe II HIV/AIDS Leadership team and the SHARe II Coordinating Structures team work very closely with NZP+ and TALC to strengthen the institutional and HIV/AIDS leadership capacities of these organizations. Additionally, SHARe II is actively looking for a person or people living with HIV who can be HIV/AIDS champions on issues of positive living and adherence to HIV treatment and care.

### **Increase leaders role and ability to address HIV/AIDS issues, stigma and discrimination in their respective roles/ forums and provide them with the necessary tools**

SHARe II is currently translating the *HIV/AIDS Leadership Talking Points for Zambian Leaders*, which have an entire section devoted to discussing HIV-related stigma and discrimination into five languages. This will facilitate easier messaging by traditional leaders.

During the quarter under review, at the local level, trained chiefs and traditional leaders addressed issues of stigma and discrimination in their chiefdoms, particularly during traditional ceremonies and other important public gatherings.

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## Provide support to increase on-going advocacy, understanding and promotion of best practices

SHARe II understands the need and the importance of sharing experiences with other partners in-country and outside the country. An integral part of SHARe II supportive supervision visits to partners is not only targeted at strengthening the programs and the partners, but is also targeted at assisting SHARe II TO identify best practices in the various communities in which SHARe II operates. The work in the chiefdoms has great potential to become a best practice. SHARe II encourages chiefs to visit other chiefs who have done exceptionally well so that they can learn from each other and *cross pollinate* each other with ideas. At the launch of the Chikanta Chiefdom strategic plan, chiefs from Southern Province and other parts of the country were invited to witness the launch and to learn from the gains Chikanta Chiefdom had achieved through the process developmental planning and mainstreaming HIV/AIDS into their. After this launch, we have had an increase in requests from non-partner chiefdoms to provide them with similar technical support. We are however unable to meet the demand due to human and other resource limitations.

### **Sub-Task 1.2: Strengthen the Capacity of Legal and Policy Entities to Formulate and Implement HIV-Related Laws and Policies**

Zambia's HIV/AIDS response faces many challenges, including many policy, rights, and legal issues related to HIV 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 importantly forms respectful partnerships with GRZ counterparts in order to provide technical support to legal and policy processes to achieve program objectives.

According to the National AIDS Strategic Plan (NASF) for 2011 – 2015, the principal focus of the national response is the prevention of new HIV infections; the treatment, care, and support of those infected or affected by HIV/AIDS; mitigation of the impact of the epidemic; strengthening of the enabling environment including legislative changes and the reduction of HIV/AIDS related stigma and discrimination. These are mutually reinforcing elements towards an effective response to HIV/AIDS. An effective response to the HIV/AIDS epidemic requires respect for and protection and fulfillment of all rights - human, civil, political, economic, social and cultural. It also requires that the fundamental freedoms of all people are upheld in accordance with the Constitution of Zambia, and with existing international conventions, human rights principles, norms and standards.

Many factors create and sustain vulnerability to HIV infection and heighten stigma and discrimination in Zambia. This sub-section reports on SHARe II's work, in partnership with the Zambia Police Service and the Judiciary, to build the capacity of Law enforcement officers and Magistrates to manage HIV-related cases which come into their domain of jurisdiction. It also highlights the project's contribution to developing national HIV-related policies, as well as sectoral HIV/AIDS policies; highlights the work done on HIV-related law review towards a more enabling HIV-related legal environment; and highlights the role of SHARe II in addressing gender as a driver of the epidemic through appropriate mainstreaming into laws

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and policies. SHARe II undertook the following activities during the quarter in support of GRZ efforts towards and improved policy and regulatory environment:

### **Provide support to strengthen the capacity of parliamentarians and other law makers to advocate for and legislate appropriate HIV/AIDS related laws and policies**

Zambia practices a dual legal system consisting of Customary Law and Statute Law. While the largely unwritten customary law is administered through a traditional leadership system and is different from one tribe to another, statute law, which is codified, is administered by the Zambian courts of Law. Statute Law may empower the Minister responsible for an Act of Parliament to develop Statutory Instruments to operationalize the Parent Act. As part of Subsidiary Legislation, under the Ministry of Local Government, Local Authorities can make by laws specific to their municipalities. Because of the principle of stare decisis or precedence, judgments made in High Courts and the Supreme Court become law as they remain binding and become the standard of passing judgment in future litigation. Traditional Leaders can also make “By Laws” when they promulgate decrees either to introduce or prohibit defined individual or community acts and they can invoke their powers as a recognized customary legal system to impose sanctions which may or may not be in line with the laws of natural justice. In the period under review, we engaged Members of Parliament and Ministers, selected Local Authorities by working through DATFs, Subordinate Court Magistrates and initiated discussions to engage Traditional Leaders as custodians of Customary Law. Selected activities during the quarter under review are highlighted:

**Legal Advocacy with Members of Parliament:** Members of Parliament through the Zambian Chapter of African Parliamentarians against HIV/AIDS (CAPAH) are key partners in terms of advocacy for legal and policy reform. Using their mandate of legislation, MPs have the power to enact new law where there is a lacuna in the law and they can repeal and or amend inadequate laws. In July 2012, SHARe II had initiated advocacy training for MPs who are members of CAPAH. A total number of 53 MPs successfully went through this process by making specific reference to selected pieces of legislation that required reform. As a continuation of this advocacy crusade, SHARe II, working with NAC, revisited the advocacy plan of action in February, 2013 during a CAPAH workshop held at Chaminuka lodge, in order to determine the status of the selected pieces of legislation. A small team has been selected to push the advocacy agenda when Parliament has closed sine die. The pieces of legislation that CAPAH-Zambia is working on are the following: Anti-Gender Based Violence Act; Deceased Brother’s Widow’s Marriage Act; Prisons Act; Industrial and Labor Relations Act; Employment Act; and the NAC Act.

**Delegated Legislation:** SHARe II provided technical input into the process of developing subsidiary legislation by the Ministry of Gender for the Anti-Gender Based Violence Act (Anti-GBV Act). SHARe II’s duty was to ensure that the proposed operational measures in the subsidiary legislation of the Anti-GBV Act integrated HIV/AIDS. SHARe II has also engaged NAC on the need to initiate the development of subsidiary legislation for the National HIV/AIDS/STI/TB Act No. 10 of 2002 through the Ministry of Health, the sponsoring ministry. This activity would ultimately give the NAC Act the operational measures and legislation it currently lacks, which will hopefully empower NAC to be a more effective coordinator of the national HIV/AIDS response.

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**By-laws through Local Authorities (LAs):** Recognizing the critical role which Local Authorities (LAs) play in the codification and implementation of By-laws, we have engaged five selected District AIDS Task Forces to pick HIV/AIDS related issues that might need the development of Bylaws and present it to the Local Authority. These DATFs will form the cohort of pilot districts. It is gratifying to note that of the targeted five districts (Luanshya) has already shown serious movement in that direction. Working with SHARe II the District AIDS Coordination Advisor (DACA) and the DATF identified the lack of educational and nutritional support faced by orphans and vulnerable children are facing in Luanshya. The DATF crafted a concept note which was presented to the District Development Coordinating Committee (DDCC) for concurrence in order for it to be presented during the Full Council Meeting. This was successfully done and the issue was tabled before a Full Council Meeting which allowed a motion to be read that: “The Luanshya Municipal Council develops a By-Law to dedicate 5% of all revenue collected in the district to the support of OVCs”. This activity is aimed at encouraging LAs to use some of their local resources for HIV/AIDS programs, for more sustainable district HIV/AIDS responses.

**Tracking of Selected Pieces of Legislation: Prisons Act, Cap 97** - During the quarter under review, the Prisons Act received a lot of attention. With pressure and advocacy from CAPAH-Zambia MPs, the Prison Service has made a formal request to the Zambia Law Development Commission (ZLDC) to consider amending some aspects of the Act that negate the effective implementation of HIV/AIDS services. Specifically, SHARe II’s technical support has been in three key areas namely advocating for: the inclusion of adequate dietary and nutritional support for PLHIV inmates; consideration of non-custodial sentencing for PLHIV who are showing signs of AIDS - community sentencing for PLHIV individuals showing advanced AIDS allows them to continue accessing medical services, improving their lives and allowing the principle of retribution and reform to take their intended natural courses; consideration of non-custodial sentencing for perpetrators of non-serious misdemeanors to reduce exposure to high risk conditions for HIV transmission - community sentencing militates against overcrowding in prisons which is a prevention strategy against HIV/AIDS; and consideration for making provisions to allow inmates to enjoy conjugal rights – the conjugal rights route could hopefully create an avenue for legally introducing condoms into the prisons for purposes of family planning, but which can also serve the purpose of prevention of STIs including HIV.

## Support the development of the National Workplace Policy and Guidelines, and its roll-out and utilization

A key activity for SHARe II is to provide support to NAC in the formulation of the National HIV/AIDS Workplace Policy. Additionally SHARe II is providing support in the formulation of derivative Ministry-specific workplace HIV/AIDS policies. Activities are described below:

**National Workplace HIV/AIDS Policy:** In previous quarters we have been reporting on the advancement of the overarching National HIV/AIDS Workplace Policy. In the last quarter we reported that the draft policy had been presented to the Policy Advisory Committee (PAC). We also reported that following the passage of this step, what would follow will be the issuing of a Cabinet memo by the Minister of Labor. In the quarter under review, the status has not changed as we wait for the signaling of any movement to the draft policy. It is worth mentioning that we have already agreed with the Ministry of Labor that the stakeholders will proceed to develop a PIP, with the support of SHARe II, once the policy is approved:

**Line Ministry/Sector Policies specific HIV/AIDS Workplace Policies:** One of the ways in which the National Workplace Policy is to be made operational is through the development of sector or ministry-specific HIV/AIDS workplace policies. SHARe II has been providing technical assistance in the formulation of workplace HIV/AIDS policies in all the line ministries in Zambia, with the exception of the Ministry of Defense, and has been tracking the progression of policy development in all these Ministries. The current status is presented in *Table 2* below. Some ministries such as Education, Gender, and Community Development have undergone further realignment as the table will show from their new names.

*Table 2: Status of HIV/AIDS Workplace Policy Development in the Public Sector in Zambia*

Line Ministry/Stage of Policy Development	Nothing Done Yet	Situation Analysis	Draft Zero	Pre-final Draft	Final Draft
1. Ministry of Agriculture and Cooperatives			✓		
2. Ministry of Commerce, Trade and Industry					✓
3. Ministry of Communications, Transport and Works and Supply		✓			
4. Ministry of Community Development, Mother and Child Health		✓			
5. Ministry of Education, Science, Vocation and Early Child Education					✓
6. Ministry of Energy and Water Development		✓			
7. Ministry of Tourism and Arts	✓				
8. Ministry of Finance and National Planning					✓
9. Ministry of Foreign Affairs		✓			
10. Ministry of Gender and Child Welfare	✓				
11. Ministry of Youth and Sports		✓			
12. Ministry of Health		✓			
13. Ministry of Home Affairs		✓			
14. Ministry of Information and Broadcasting Services		✓			
15. Ministry of Justice			✓		
16. Ministry of Labor and Social Security		✓			
17. Ministry of Lands, Energy and Water development		✓			
18. Ministry of Local Government and Housing		✓			
19. Ministry of Mines, Environment and Natural Resources Development		✓			
20. Ministry of Defense	<i>Not Applicable</i>				

## Support the finalization and implementation of the anti GBV legislation to strengthen capacity of MPs and other lawmakers to advocate for and legislate laws and policies to address issues of GBV, alcohol and stigma

SHARe II has been the lead technical advisor to the Ministry of Health (MOH) in the development of the NAP. The process of developing this policy has generated unprecedented interest among stakeholders who want to play their part to reduce the devastating effects of alcohol-related harm on Zambian society. SHARe II is also among the group of technical advisors working with the Ministry of Gender on the Anti-GBV Act.

**Addressing GBV legislation:** As discussed above SHARe II provided technical input into the process of developing subsidiary legislation by the Ministry of Gender for the Anti-Gender Based Violence Act (Anti-GBV Act). SHARe II's duty was to ensure that the proposed operational measures in the subsidiary legislation of the Anti-GBV Act integrate HIV/AIDS.

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**National Alcohol Policy:** In previous quarters we have reported on the technical leadership role which SHARe II has played in the entire process of developing the National Alcohol Policy. The policy has been presented to the Ministerial Advisory Committee (MAC) for comments before it could be submitted to Cabinet for its approval. This was done. Cabinet advised that in view of further ministerial restructuring and the need for some level of specificity while remaining broad, the policy needed to revert back to the original presentation of the sectoral responsibilities and highlight the critical functions of key sectors. SHARe II and the MOH Policy team have made the requested changes and re-submitted the policy to the MAC for consideration, and further submission to Cabinet for approval.

## Support the Judiciary and law enforcement agencies to improve management of HIV/AIDS related cases

SHARe II is mandated to work with the Judiciary and law enforcement agencies to improve management of HIV/AIDS related cases. In order to maximize gains, SHARe II has employed a multipronged approach in this area. In both the law enforcement and the judiciary, SHARe II is targeting both in-service workers and pre-service trainees in training institutions.

**In-service Law Enforcement Trainings:** During the quarter under review, the Zambia Police Service (ZPS) designed a special training of in-service police officers to be re-oriented as artisans in different areas of specialization, including gender, human rights, victim support unit, intellectual property and others. The officers were drawn from across the country, but were camped at the Lilayi and Kamfinsa Police Training Schools. Realizing that SHARe II was already implementing a program of integrating HIV/AIDS, Human Rights and Gender into the pre-service curriculum of the ZPS training, the ZPS Directorate of Training invited SHARe II to participate in training these in-service officers and professionals. SHARe II trained these 306 officers, consisting of 241 male and 65 female officers, in HIV-related case management. It is expected that after going through the three-day training the officers received knowledge and skills to apply in their duties, to ensure that cases of people who present with HIV/AIDS related cases receive fair treatment, are not stigmatized, are not discriminated against, and their human rights are respected.

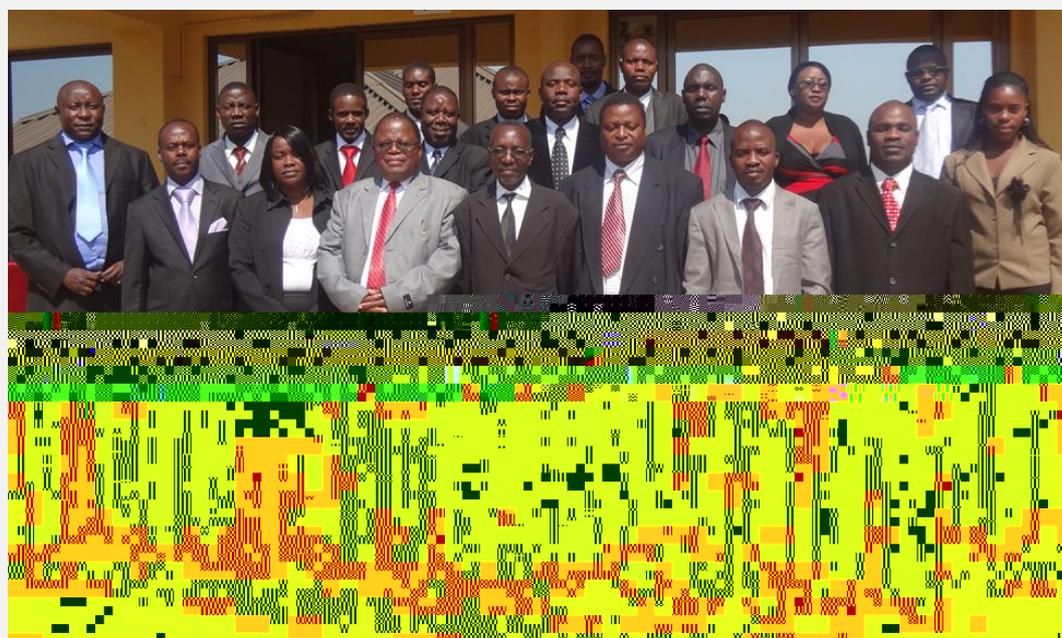
**Pre-service Law Enforcement Trainings:** We have previously reported on ongoing work to mainstream HIV/AIDS, Human Rights and Gender into police pre-service curriculum at Lilayi in Lusaka, Kamfinsa in Kitwe, and Sondela in Kafue. Working with the ZPS Directorate of Training and Instructors from these police training schools, SHARe II has been piloting this activity with a view to learning lessons which will be used to strengthen the proposed training. It is in this light therefore, that using the already prepared materials, a total of 253 (153 males and 100 females) underwent a three-day capacity building training covering aspect of HIV/AIDS, gender and human rights that have a bearing on their mandates. Integration of HIV/AIDS, gender, and Human Rights in the manner we propose is the surest way of sustaining this intervention and ensuring that ZPS recruits graduate HIV/AIDS competent.

**Building the capacity of the Judiciary to manage HIV/AIDS cases-Local Court Magistrates Training:** Working in collaboration with the Judiciary, SHARe II is strengthening the capacity of the Judiciary to manage HIV/AIDS-related cases. We have previously reported that over 80% of Subordinate Court Magistrates have undergone this training. In the quarter under review, SHARe II began building the of Local Court magistrates in HIV-related case management. The bulk of cases in Zambia, including those that have a bearing on HIV/AIDS, are handled by Local Court magistrates, During the quarter, 62 Local Court magistrates consisting of 44 male and 18

female participants were trained in HIV-related case management in Chipata and Kitwe. Roll-out will continue in the coming quarters. *Figure 2* below shows the Copperbelt magistrates trained.

**Support to Institutions of Higher Learning towards mainstreaming HIV/AIDS, Human Rights and Gender Equality into Legal Curricula:** NIPA, Zambia Open University, and Cavendish University Zambia have all continued to be potential front runners to integrate HIV/AIDS, gender and human rights into their curricula. NIPA has already put together a coordination team and has developed draft learning materials. Zambia Open University has put a coordination team in place and developed learning materials as well.

In the period under review, SHARe II facilitated an inter-institutional workshop in Siavonga where the draft materials developed thus far were reviewed and put into modular form. The draft curriculum developed in Siavonga and the materials will now become the subjects of discussion with Consultants from institutions such as Harvard University AIDS Law Clinic, which have more hands on experience in teaching HIV/AIDS law. Once the process of consultation is complete, the proposed curriculum and developed materials will then be submitted to USAID for concurrence to produce.



*Figure 2: Magistrates from the Copperbelt Local Courts trained in HIV-related case management*

## Support the identification of key legislative and policy barriers to mitigating the effects of HIV/AIDS

Supportive laws and policies are fundamental to the legal and policy environment in which HIV/AIDS programs are implemented and HIV-related services offered, accessed, and consumed. Good laws and policies will make it easier for service providers to reach out to those needing their services while at the same time making it possible to promote health seeking behavior among the targeted beneficiaries of the services.

In previous reports, we have stated that we have identified key Laws that impact HIV/AIDS, which SHARe II and other stakeholders, under GRZ leadership, are currently reviewing and working on, towards amendment or repeal. We have also been reporting on the progressive

formulation and development of selected national HIV/AIDS related policies and sectoral workplace HIV/AIDS policies in the line ministries.

*Table 3: Non-HIV-specific National policies that have a bearing on the HIV response that require review/strengthening*

Non-HIV-specific National Policies that Impact the National HIV/AIDS Response		
National Gender Policy	Identified bottleneck	Does not adequately lock into the HIV/AIDS response agenda. Currently being reviewed
	Activities done	Undertook analysis of the policy and submitted suggestions to the Ministry of Gender for consideration
	Next steps	Waiting for the draft reviewed policy so that we determine the next course of action
National Policy on Education	Identified bottleneck	Currently being reviewed. Previous policy did not address HIV/AIDS as a fundamental educational issue. Paradoxically, the MOE has done very well in both internal and external mainstreaming of HIV/AIDS and this is the reality that needs to be reflected as intent of the Ministry by crafting it into the overall National Education Policy. Doing so has the benefit of ensuring that even when leadership changes good practices currently being experienced will continue
	Activities	Have agreed with the Policy Steering Committee of MOE that SHARe II and NAC will submit a technical working paper on the need to mainstream HIV/AIDS into the National Education Policy. This will give legitimacy and impetus to the already ongoing good work in the MOE regarding HIV/AIDS
	Next steps	SHARe II preparing a technical paper which NAC and SHARe II will submit as input to the Policy Steering Committee
National Investment Policy	Identified bottleneck	Policy is in place but there are numerous investment pronouncements and agreements made between GRZ and multilaterals, bilaterals and Global investors
	Activities	Currently determining the status upon which further action will depend
	Next steps	Finalize plan of action and engagement
National Development Policy	Identified bottleneck	Exists in form of piecemeal development pronouncements which do not take into consideration the impact of HIV/AIDS on development and vice versa
	Activities	Met with Director of Planning at Ministry of Finance to discuss possibility of our involvement in the development of the policy
	Next steps	Write a concept paper to be presented by NAC to the Ministry of Finance highlighting the benefits of recognizing and addressing HIV/AIDS as a developmental issue

During the quarter under review SHARe II broadened its focus to look at non-HIV/AIDS public policies which have either the potential to present bottlenecks to the HIV/AIDS response either generally or specific to the sector in which they are implementable, or which present opportunities for further strengthening so that anticipated bottlenecks to the HIV/AIDS response are thwarted. In this regard, we have analyzed the policies presented in *Table 3* above – these are additional policies that SHARe II proposes to work on during the coming quarters and years. The table presents the selected policy or legislative barriers, activities done in the quarter and proposed next steps.

### **Support the review and revision of policies and laws that seek to improve gender inequities and other cultural practices that increase vulnerability of women and girls to HIV/AIDS**

SHARe II recognizes gender inequality as one of the drivers of the HIV/AIDS epidemic. We recognize, further, that in order to fully address this issue, there is need to employ multilevel strategies targeted both at the policy level (GRZ/Ministry) and at the operational level (community). It is in this light that SHARe II approached the issue at Ministerial level (Ministry of Gender) and at community leadership level in selected chiefdoms.

The Ministry of Gender and its forerunner - the Gender in Development Division (GIDD) under Cabinet Office have has been coordinating activities aimed at addressing gender inequities and

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other cultural practices that increase the vulnerability of women and girls to HIV/AIDS. Specific to this undertaking, stakeholders have been reviewing the Gender Policy. SHARe II is part of the GRZ-led committee which is reviewing the Gender Policy. During the quarter under review, SHARe II has played a key leadership role to ensure that the draft policy has integrated HIV/AIDS by initially recognizing the fact that gender inequality in all its forms has contributed to the escalation of HIV/AIDS in the country and therefore requires serious attention. The flip side is that we have ensured that HIV/AIDS has been mainstreamed in the policy particularly when it addresses cultural practices that fuel the spread of HIV/AIDS especially among women and girls.

It is worth mentioning that simultaneous to the revision of the gender policy, which will address GBV, the Ministry of Gender is in the process of developing Subsidiary Legislation to the Anti-Gender Based Violence Act. SHARe II is the key legal partner in this process. Thus far, SHARe II's role has been to ensure that gender as a key driver of the HIV/AIDS epidemic receives the requisite prominence, and that preventive interventions in the area of GBV will also provide prevention in HIV transmission, treatment, care and support.

At Chieftom level, we have selected some chieftom to pilot the process of helping traditional leaders and their communities to identify cultural practices that increase the vulnerability of women and girls to HIV/AIDS and then develop decrees/bylaws to outlaw these practices. This activity has already commenced and will be expanded during the next quarters.

## **Support the implementation of revised policies and laws to improve the response to HIV/AIDS**

As discussed in the sub-sections above, SHARe II is supporting the development of national HIV/AIDS policies and sectoral workplace HIV/AIDS policies. Once the policies are formulated and approved, SHARe II will support selected partners to develop Policy Implementation Plans (PIPs). A PIP is critical in ensuring that a policy becomes operational. We have also reported on the support we are rendering to specific line ministries such as MOH for the NAC Act and the Ministry of Gender for the Anti-GBV Act, towards the development of subsidiary legislation, aimed at making these Acts of Parliament operational and actionable through guidelines.

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### **Task 2 Quarterly Activities: Strengthen Organizational and Technical Capacity of Coordinating Structures to Sustain the HIV/AIDS Response**

SHARe II strengthens the capacities of HIV/AIDS coordinating structures in both the public and private sectors, selected umbrella civil society organizations and chieftoms 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.

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## **Sub-Task 2.1: Strengthen the Capacity Of NAC to Coordinate the National HIV/AIDS Response**

The mandate of the National AIDS Council (NAC) is to coordinate the multi-sectoral HIV/AIDS response in Zambia, including coordinating efforts within the public, private and civil society sectors as outlined in the National AIDS Strategic Framework 2011 – 2015. SHARe II's support to NAC is provided through a package of technical assistance including availing technical advisors, participating in NAC management meetings, program planning and evaluation for the Secretariat, theme groups and working groups, and through close direct coordination between SHARe II and NAC staff. Activities carried out during the quarter are discussed below:

### **Ensure work with NAC is closely coordinated/integrated with all other donors/partners providing support to NAC**

NAC works with a number of technical support partners, including USG agencies and projects, the UN agencies, and other donors in its efforts to coordinate the national HIV/AIDS response. In the previous quarters SHARe II was instrumental in ensuring that NAC technical support partners worked from one harmonized workplan – SHARe II facilitated joint planning meetings for technical support that drew participation from the UN agencies, SHARe II, and public sector institutions/Ministries.

During the quarter under review SHARe II participated in preparatory work for the forthcoming NAC Mid-Term Review (MTR), including the development of an MTR roadmap. NAC will share the final MTR road map with stakeholders in May 2013.

### **Work with NAC and partners to develop a phased implementation approach which includes the transfer of human resources and financial responsibility for purposes of institutional sustainability**

SHARe II endeavors to ensure that project technical assistance support NAC's priorities, as outlined in NAC's strategic and annual plans. A significant proportion of SHARe II technical support includes the transfer of skills and mentorship to NAC counterparts to help build HIV/AIDS response coordination technical competencies and institutional sustainability.

During the quarter under review SHARe II, to the extent possible, ensured that NAC counterparts participated in, and provided leadership in project technical support activities undertaken at province and district level with the PATFs and DATFs. SHARe II will increasingly transfer responsibility for undertaking routine supportive supervision to NAC counterparts, as competencies increase. In the coming quarters, SHARe II and other NAC partners will assist NAC develop its institutional sustainability plan and the decentralization strategy, which will be disseminated to stakeholders.

### **Provide technical assistance to NAC to build on previous capacity assessments to develop and implement a costed action plan**

In the past SHARe I has provided technical assistance to NAC'S institutional development through implementation of annual NAC organizational capacity assessments (OCAs). Because of

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the NAC restructuring exercise that saw a high number of NAC staff leaving the institution in 2012, including the Director General, SHARe II was unable to assist NAC to conduct an OCA.

During the quarter under review, SHARe II was one of three technical support partners that assisted NAC to develop and finalize its costed annual workplan. In the coming quarters, now that the NAC restructuring and re-staffing exercise is almost over and most staff is in place, SHARe II will facilitate the review of past NAC OCA results and provide guidance to ensure results are integrated into future action planning process. SHARe II will also support NAC to conduct an OCA, develop a performance improvement plan based on OCA results, and provide technical assistance on improvement, where possible.

### **Build the capacity of country coordinating structures at all levels (NAC, PATFs, DATFs) to undertake participatory planning, implementation, monitoring and evaluation processes involving various stakeholders**

An integral component of SHARe II technical support to country coordinating structures is providing support in planning and implementation. The USG country coordinating structures technical support partner in M&E is the CDC, and as such SHARe II support in this area is limited to avoid duplication of effort.

In previous quarters, SHARe II worked with other NAC technical support partners, to build the capacity of NAC to undertake participatory planning, implementation, and monitoring and evaluation to improve coordination of the national HIV/AIDS response. During the coming quarter, SHARe II plans to hold a one-day meeting to orient the new NAC DG and staff in the SHARe II scope of work to assist NAC to identify technical competencies within SHARe II that can be useful in improving NAC's coordination performance. SHARe II will invite other NAC technical support partners to the meeting to help foster greater coordination and collaboration.

### **Work with NAC to strengthen its ability to better coordinate, monitor and advocate**

At the national level SHARe II is providing technical advising when called upon on the various options available to strengthen the institution's ability to coordinate, monitor and advocate and also provides mentorship to counterparts. At the decentralized levels, SHARe II and other NAC technical support partners undertook joint work in the development of the 'District Coordination Toolkit' for the DATFs, in collaboration with, and under the leadership of NAC. The toolkit provides a comprehensive guidance on the DATF mandates, and process and provides the various tools needed by DATFs to effectively coordinate the district-level HIV/AIDS response.

In the previous quarter, SHARe II provided technical support to NAC to finalize the 'District Coordination Tool kit'. Also during the previous quarter, NAC printed and distributed the toolkit to the DATFs. During the quarter under review, SHARe II worked with NAC to give technical direction to the NAC staff (Coordinators) in assisting DATFs to use the toolkit to coordinate and manage a sustainable district multi-sectoral HIV/AIDS response.

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## **Improve mechanisms to monitor resource allocations within NAC with a focus on the effective and appropriate use of resources**

In April 2011, NAC with support from the UN commissioned a scoping study of community sub-grating mechanisms, and explored the hypothesis that there is a shortfall of funds reaching smaller community based organizations (CBOs), despite their significant role in providing HIV related services, and the availability of a growing envelope of financial resources for the broader civil society community. The study set out to identify which resources were flowing to CBOs and how to improve those flows paying particular attention to the systems being used, to ensure resources reach communities through CBOs. The study confirmed that for an effective HIV/AIDS response, strengthened decentralized coordinating structures were needed.

During the previous quarters, SHARe II was invited to be a key participant at a workshop to review PATF and DATF operational guidelines and develop a sub-granting. SHARe II used lessons learned under SHARe to provide technical input to the review process and to developing the sub-granting manual. In the coming quarter, SHARe II will continue to share best practices with NAC on sub-granting to sub-national structures and provide technical assistance as needed. In coming quarters SHARe II will continue to provide technical advising and support as needed to ensure the sub-granting program is successful and effective.

## **Support NAC to further define and promote its evolving role and communicate this to all stakeholders**

The National AIDS Council came into existence in 2002 by an Act of Parliament. The Act stipulates NAC's mandates as follows: *'To coordinate and support the development, monitoring and evaluation of the multi-sectoral national response for the prevention and combating of the spread of HIV, AIDS, STI and TB in order to reduce the personal, social and economic impacts of HIV, AIDS, STI and TB'*. However, no implementation plan was put into place and furthermore no statutory instrument was put in place to operationalize the Act. Part of SHARe II's scope of work is to support NAC to strengthen HIV/AIDS coordination at all levels, including assisting NAC to recognize and use the legal provisions enshrined in the NAC Act to achieve this.

During the quarter under review, the SHARe II Policy and Legal team and the Coordinating Structures teams provided legal interpretation of the NAC Act and technical guidance in the operationalization of the Act through a statutory instrument to be championed by the NAC DG under the sponsorship of the Ministry of Health.

## **Support NAC to coordinate HIV/AIDS data collection and use data for decision making and to transfer these skills to other organizations**

The USG monitoring and evaluation technical support partner for NAC, PATFs, and DATFs is the CDC. SHARe II's main role in this area is ensuring that the provinces and districts actually use their own data for decision-making at the local level, and that they provide technical support to their stakeholders in to improve data collection and reporting as part of coordination.

In the quarter under review, SHARe II provided technical support in monitoring and evaluation and use of data to the 15 OCC pilot districts, as part technical support to meet the certification standards.

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## **Work with NAC to ensure that project activities support NAC priorities as outlined in NAC's strategic and annual plans**

As previously discussed, SHARe II ensures that project activities support NAC priorities outlined in NAC's strategic and annual plans. A key component of SHARe II support to NAC focuses on facilitating annual joint planning meeting at the beginning of each year.

In the quarter under review, SHARe II, in collaboration with NAC, the UN Joint Team (UNJT) and the CSH project, facilitated a meeting to harmonize their 2013 technical support plans to NAC. NAC has since integrated these plans into its workplan, optimizing opportunities for collaboration and synergies, ultimately improving coordination.

## **Assist NAC to prepare and conduct Joint Annual Program Reviews (JAPR)**

Since 2005, NAC has been coordinating the process of Joint Annual Program Reviews (JAPR), to review HIV/AIDS/TB/STI program performance. Results obtained from this national exercise are used to inform effective planning at community, district, provincial, and national levels.

SHARe II has in the past supported all of the JAPRs in several ways including technically and financially, and intends to continue providing technical support to future JAPRs. However, this year NAC will conduct its Mid-Term Review (MTR) instead of JAPR. NAC is currently making preparations for MTR, which is likely to take place in May 2013. During the quarter under review, SHARe II provided technical support to the NAC MTR process.

## **Build capacity and skills in local coordinating organizations to ensure sustainability of efforts beyond the life of the project**

SHARe II's sustainability plan for NAC activities operates at a number of levels: SHARe II builds technical competencies in NAC counterparts through joint undertaking of coordination activities and through mentorship and training; SHARe II, with NAC and other technical support partners, developed a toolkit, the District Coordination Toolkit, to help improve coordination at district and other levels; and SHARe II provides technical support and institutional capacity development support to strengthen HIV/AIDS coordination, including through OCAs.

During the quarter under review SHARe II provided support to build technical competencies in and provided mentorship to seven NAC (three) and PATFS (four) counterparts by undertaking joint technical support visits to four PATFs and 16 DATFs. SHARe II also helped NAC to disseminate the District Coordination Toolkit.

### **Sub-Task 2.2: Strengthen Capacity of PATFS, DATFS to Coordinate the Provincial and District Level Response**

SHARe II provides 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. A key focus of this support centers on the fact that many PATFs and DATFs have recruited PACAs and DACAs

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during the past year or two. Many of these PACAs and DACAs come from different professional backgrounds and have little or no experience in the HIV/AIDS response management and coordination, significantly weakening the capacity of DATFs to coordinate and manage district HIV/AIDS responses. SHARe II technical support activities carried out are discussed below:

## **Provide technical assistance to regularly assess and develop activities to coordinate the provincial and district level response**

Most of SHARe II's technical support activities in HIV/AIDS coordination are focused at the provincial and district levels and are aimed at supporting NAC's various initiatives to improve the capacity and performance of provincial and district-level coordinating structures. Among these initiatives is the DATF Organizational Capacity Certification (OCC) process, formerly called the OCA-certification process, which promotes and supports DATF management performance improvement through an external and independent accreditation process. Activities undertaken are described below:

**Support to NAC in the Training of External Assessors on DATF OCC Process:** In the previous quarter, SHARe II supported NAC to train external assessors on DATF OCC process in Livingstone. Only seven assessors out of the ten invited were able to attend the training and this was determined to be inadequate to provide a pool of external assessors to conduct the external assessments in the 15 DATFs. During the quarter under review, five additional assessors were trained: three from the Ministry of Local Government and Housing, one from the Department of Mother and Child Health, and one from Churches Health Association of Zambia (CHAZ).

**Support to NAC in the External Assessment of the Pilot DATFs:** In the quarter under review, SHARe II, in collaboration with NAC, facilitated the final step in the external assessment of the 15 pilot DATFs. The external assessors were placed in three pairs, each of which was accompanied by SHARe II and NAC staff as they conducted their assessments. NAC staff was included in this exercise as a way of mentoring them on this activity to strengthen coordination and management and transfer of skills to ensure sustainability of efforts beyond the life of SHARe II. During each assessment, the team of two assessors used participatory tracer methods as they met with the Core Team at each DATF. The core teams were about ten members each, inclusive of the District AIDS Coordination Advisor (DACA). To do this in a standardized way, the external assessors used the draft *DATF Management Certification: Certification Standards, Performance Expectations, and Scoring Guidelines* as the questionnaire for the process. This document has 115 performance expectations spread out among 28 performance standards; these in turn are compartmentalized in eight categories namely: Governance and Leadership (GL); Coordination of District Response (CDR); Administrative Management (ADM); Human Resources Management (HR); Response Performance Management (RPM); Mainstreaming of Cross-Cutting Issues in all Sectors (CCI); Financial Management (FM); and Monitoring and Evaluation (ME). Among the 28 standards, 20 are designated as "core" and eight standards are designated as "reach". The core standards were defined as standards that were considered critical to DATF delivery of effective, efficient, safe and high quality coordination services; while the eight reach standards were categorized as important to attain "business excellence". Data were collected during this participatory process through interviews, observations, and document reviews. These were used to gauge compliance to the performance standards. DATF members were in some cases asked to describe their role(s) or demonstrate by "showing" the assessors

how they completed the procedures or process steps. At the end of each assessment an external assessors' compliance report was written.

Figure 3 below shows an overview of the external assessment findings for all pilot DATFs, and Figure 4 shows performance in core and reach standards by DATF.

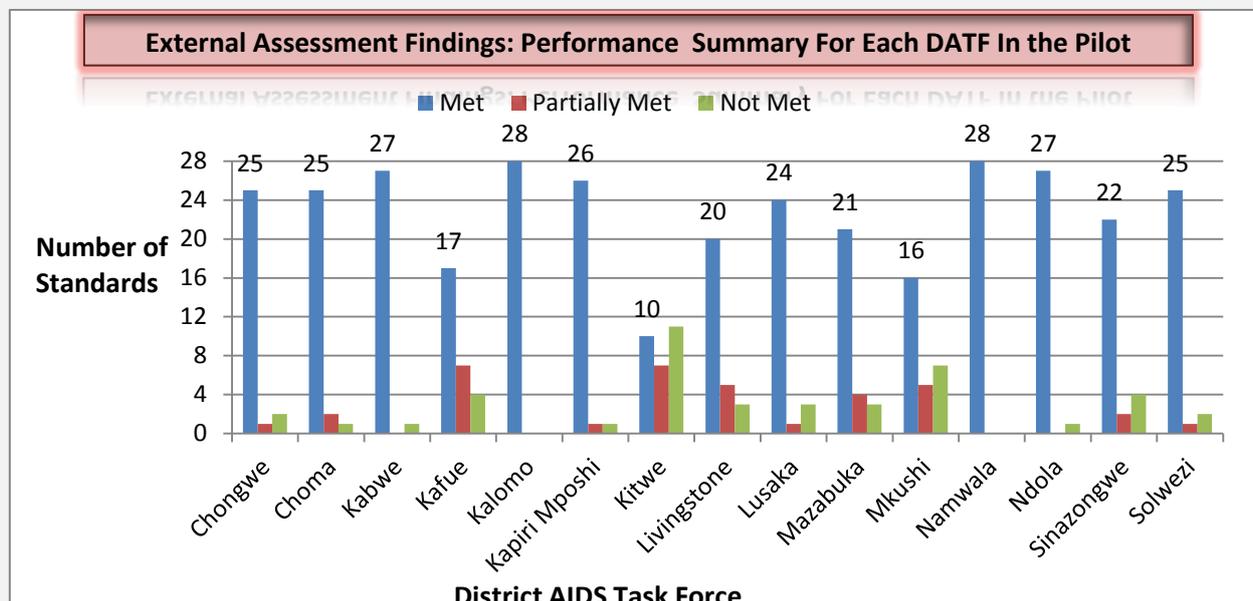


Figure 3: Organizational Capacity Certification (OCC) performance of the 15 pilot DATFs

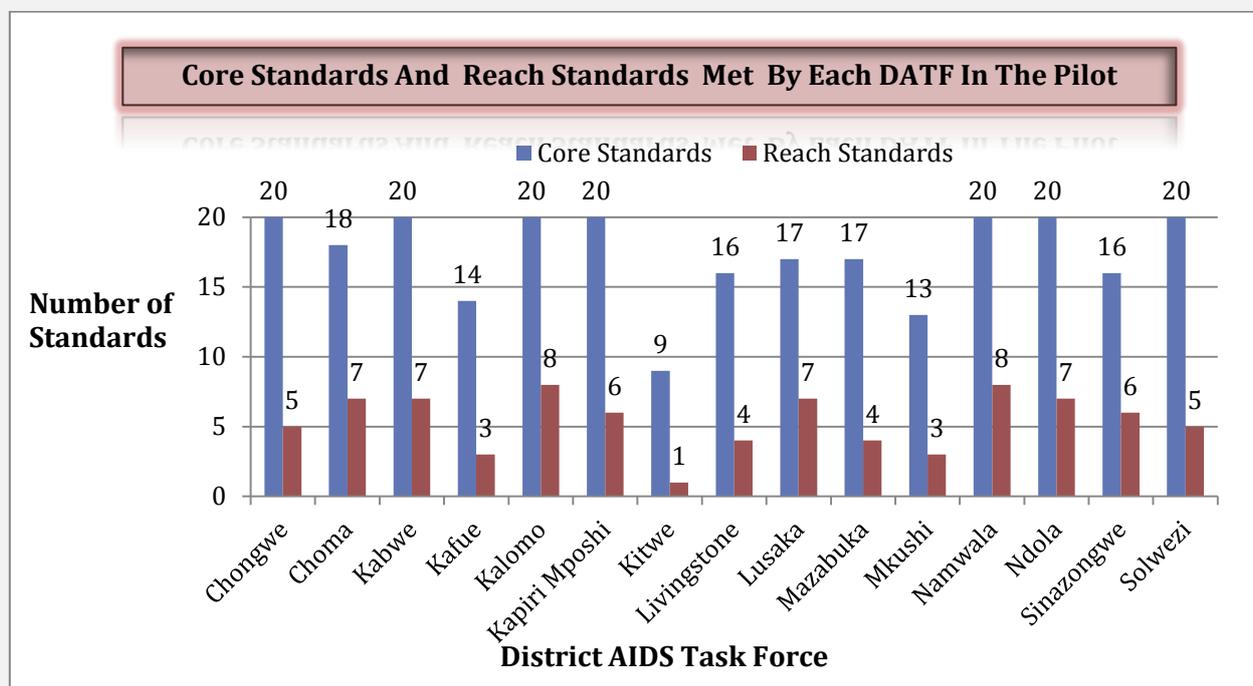


Figure 4: Organizational Capacity Certification (OCC) performance of the 15 pilot DATFs by core and reach standards

A DATF qualifies for certification by NAC when it has met all the twenty core standards, and is thus deemed to have good capacity to coordinate their district HIV/AIDS response. Reach standards are additional and are not a requirement for certification. Chongwe, Kalomo,

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Namwala, Kabwe, Ndola, Kapiri Mposhi and Solwezi DATFs have attained required standards for Certification. This translates to a 47% success rate in DATFs meeting certification requirements. The certification process has assisted DATFs to significantly improve their systems and also improve HIV/AIDS response coordination.

**District Coordination Toolkit Orientation:** During the quarter under review, SHARe II in collaboration with NAC, conducted orientations in 12 districts using the District Coordination Toolkit. This brings the number of districts oriented to 27. The orientation focuses on district-level working relationships that support the HIV/AIDS response, especially in relation to DATF institutional linkages. These 12 DATFs were also oriented in the M&E template for use in the development of M&E plans once the development of strategic plans is complete. Additionally, DATFs were introduced to the Performance Improvement (PI) Standards through a hands-on assessment exercise which involved direct observation of the existing systems in place. This resulted in mentoring the PACAs and creation of baseline performance assessments. At the end of the assessments, SHARe II guided each participating group to create performance improvement action plans. These will form the basis for capacity development activities to be carried out by the DATFs as well as the provision of technical assistance by SHARe II and NAC.

### **Build capacity of PATFs DATFs and CATFs to coordinate, monitor and promote the implementation of best practices**

SHARe II and NAC are very cognizant of the value of documenting and sharing best practices as a tool for supporting performance improvements for PATFs and DATFs. In previous quarters, SHARe II, in collaboration with NAC, provided technical assistance to the 15 pilot DATFs to implement action plans that addressed gaps in achievement of OCC standards highlighted in initial assessments. Additionally, SHARe II offered on-the-spot technical support to DATFs and provided mentorship to the PACAs, who are critical to sustaining the process of organizational capacity development among DATFs. Besides the provision of technical support, SHARe II collaborated with NAC to facilitate an exchange visit program between high-performing and under-performing DATFs in the OCC pilot program. The purpose for these exchange visits was to provide a forum for peers to share best practices on achieving certification performance standards. The forum specifically provided an opportunity for high-performing DATFs to showcase their strategies for success and for struggling DATFs to learn how they could adopt such strategies. It also provided a platform for the exploration and sharing of new ideas.

During the quarter under review, exchange visits were conducted for: 1) Livingstone and Namwala DATFs and 2) Ndola and Kapiri DATFs. Livingstone DATF members visited the highly-organized Namwala DATF office to learn and help them to improve. Similarly, the Ndola DATF of the Copperbelt Province visited Kapiri Mposhi DATF in Central Province, which had performed well in the OCC process. These exchange visits demonstrated that DATFs can encourage and mentor each other to meet the certification performance standards.

### **Provide support to help PATFs, DATFs and CATFs improve utilization of existing data including the drivers of the epidemic, for decision making for quality interventions in both the public and private sector**

SHARe II and NAC have assisted selected DATFs to develop both an annual operational and M&E plans to assist them in HIV/AIDS coordination activities. DATFs members and district

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stakeholders in these DATFs have greatly benefited from the process of planning as it has given them an understanding of how strategic, operational and M&E plans are inter-related and how local data could be used in decision-making.

During the quarter under review, as part of technical visits to the DATFs, SHARe II and NAC provided specific and targeted assistance to selected DATFs in data collection and utilization for decision-making at the local level, and for forward reporting to NAC. This support will continue in the coming quarters.

### **Provide support to PATFs, DATFs and CATFs to mobilize, administer and manage resources**

SHARe II technical support assists PATFs and DATFs to mobilize, administer and manage resources. SHARe II assists these structures to have skills in resource mobilization in order for them to carry out their programs and activities, thus ensuring that local and external resources are mobilized and used to address and coordinate the response. An important aspect of the SHARe II support is assisting DATFs to map out stakeholders and develop networks. Districts where strategic plans are in place and documents shared with stakeholders, commitments have come from GRZ, Local Councils, and other partners to buy-in and finance activities outlined in PATFs and DATF annual operational plans derived from strategic plans.

During the quarter for example, Mwinilunga DATF, obtained funding support for its annual operational plan from a private company called Copperbelt Energy Company for the next three years, and with technical support from the SHARe II Policy and Legal team a number of councils (Lusaka, Livingstone, Luanshya, and Namwala) have almost finalized by-laws to apportion 5-10% of their annual budgets to fund HIV/AIDS response in their districts.

### **Support PATFs, DATFs and CATFs to further define and promote their evolving role and communicate this to all stakeholder, including other USG implementing partners**

An effective mechanism for PATFs and DATFs to define and promote their evolving role and communicate this is through the holding of regular stakeholder meetings. In the districts where SHARe II has successfully supported DATFs to host stakeholder meetings, and where the stakeholders have seen the value of the meetings, the stakeholders themselves are often very happy to providing funding and logistical support for the meetings.

Stakeholder meetings provide an avenue for: Policy and strategic guidance and updates from NAC and MOH; learning and information-sharing on current science, best practices, and lessons learned in HIV/AIDS; regular updates by implementing partners on their programs to encourage collaboration; and networking among various players and stakeholders, assisting in the formation of beneficial linkages and partnerships.

In the quarter under review SHARe II and NAC did not provide technical support to the decentralized structures for convening stakeholder meetings. This activity is planned for the coming quarters and will be undertaken jointly by NAC and SHARe II.

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## Provide support to build and transfer knowledge and skills to local coordinating organizations to ensure sustainability of efforts beyond the life of the project

NAC undertook a lengthy restructuring that has led to significant reduction in the number of old NAC staff that have retained and the recruitment of a high number of new staff. Major staff losses in an organization, whether intentional or not, often leads to some loss of institutional memory and technical skills. With proper planning and support the new NAC staff can be quickly trained-up by NAC and its technical support partners, to bring them to levels where they can effectively manage the coordination of the national HIV/AIDS response. SHARe II works with specific specialists in NAC to provide mentorship and training in coordination of the HIV/AIDS response, including through joint implementation of activities to ensure on-the-job transfer of skills and knowledge. SHARe II also ensures that NAC provides leadership in the development coordination tools and in key coordination processes to ensure that ownership of these remain with NAC and GRZ, as an additional sustainability measure.

During the quarter under review, SHARe II worked very closely with NAC counterparts in the multisector response directorate to implement joint technical support visits to four PATFs and 16 DATFs and provided mentorship training in a number of coordination processes, including management the DATF certification process.

### **Sub-Task 2.3: Strengthen the Capacity of Civil Society Organizations to Coordinate, Manage and Implement the HIV/AIDS Response**

Some of the most significant achievements in the response to the HIV/AIDS epidemic in Zambia have been made through civil society implementers. Building on work begun under SHARe, SHARe II has continued to work with national umbrella civil society organizations, associations, and chiefdoms to improve institutional capacity to coordinate, manage, and implement the national HIV response by offering a package of support that includes facilitating organization capacity assessments (OCA) and providing technical assistance based on OCA findings to improve capacities.

## Provide on-going support to conduct OCAs and as necessary provide institutional capacity building to civil society organizations and associations to strengthen their systems, their capacity to coordinate, and to provide technical assistance to their members and affiliates

SHARe II is currently working with the Network of Zambian People Living with HIV/AIDS (NZP+), Treatment and AIDS Literacy Campaign (TALC) ZINGO, ZHECT, LEAD, ZINGO mother-bodies Independent Churches of Zambia (ICOZ), and Council of Churches of Zambia (CCZ), and Livingstone Tourism Association (LTA) to help improve institutional capacities.

**Support to NZP+:** NZP+ is a national organization for people living with HIV (PLHIV) in Zambia. Established in 1996, NZP+ aims to improve the quality of life for PLHIV by pursuing support for, communication with, and representation of PLHIV. NZP+ is a non-governmental organization registered under Section 7(l) of the Zambian Societies Act. NZP+ has grown from a group of 28 members in 1996 into a national network of approximately 90,000 PLHIV (3,500 support

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groups) in all 72 districts of Zambia. Currently, NZP+ and the PLHIV response is under threat because NZP+ has no financial resources, inadequate management systems, and a negative public image which have together led loss of goodwill from donors. Nonetheless, NZP+ remains a critical stakeholder.

SHARe II has been providing organizational development support to NZP+. SHARe II initially conducted an Organizational Capacity Assessment with the NZP+ Secretariat and subsequently assisted it to develop a strategic plan for 2012-2016 and an operational plan for the period 2012-2014. SHARe II also supported NZP+ to formally launch the plans in September, 2012, and circulate them widely to NZP+'s current and potential partners.

During the quarter under review, SHARe II worked with NZP+ re- draft the MOU that guides the collaboration between the two organizations and provided support to NZP+ to prep for the upcoming Annual General Meeting (AGM).

**Support to TALC:** TALC is a vibrant PLHIV membership organization founded and registered in 2004. TALC was started by activists and advocates who came together to lobby for equitable, affordable and sustainable access to diagnosis, treatment, care and support for people living with HIV and AIDS in Zambia. TALC, like NZP+, operates as a national organization with a Secretariat in Lusaka. TALC has satellite offices – referred to as Provincial Hubs – in seven provinces: Lusaka, Central, Copperbelt, Western, Southern, North-western and Eastern. It has some contacts in Luapula and Northern Provinces.

During the quarter under review, SHARe II and TALC drafted an MOU that will define the terms of collaboration between SHARe II and TALC. Support to TALC will include conducting an OCA, and based on the results, provision of targeted technical support.

### **Increase support to networks of people living with HIV/AIDS and improve the involvement of PLWHAs to inform public, private and civil society responses to the epidemic**

SHARe II works with PLHIV groups, NZP+ and TALC to strengthen institutionally, in order to improve the involvement of PLHIV in the national HIV/AIDS response. The SHARe II HIV/AIDS Leadership, Policy and Legal, and Coordinating Structures teams are also working collaboratively to identify PLHIVs who can be trained in HIV/AIDS leadership, and to identify PLHIV advocacy issues at both the community and national levels.

In the coming quarters, SHARe II will provide support to NZP+ to assist it to recruit technically competent staff and present them to donors who have leeway to fund staff positions in a bid to assist the organization to reposition and have a more credible PLHIV voice that fosters greater involvement. Additionally, SHARe II intends to train and PLHIV champions who can speak on and provide leadership on issues affecting PLHIVs. Updates on implementation will be provided.

### **Provide training in all aspects of HIV/AIDS management and institutional capacity**

SHARe II provides organizational development technical support to its civil society partner organizations. In the previous quarters SHARe II has assisted NZP+, ICOZ and CCZ to develop

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their strategic plans, which are either HIV-specific (NZP+) or which mainstream HIV/AIDS (ICOZ and CCZ).

In the next quarters SHARe II will provide support to these partners to operationalize their strategic plans. SHARe II will also support NZP+ to revise their constitution to suit current trends in the HIV/AIDS epidemic, to enable the network to respond more effectively.

### **Strengthen financial planning, management and reporting systems of coordinating civil society organizations**

A significant proportion of SHARe II support to civil society partners, particularly those partners receiving SHARe II sub-grants, involves strengthening financial planning and management systems. Activities in the quarter are reported below:

**NZP+ Financial Assessment:** In order to strengthen and ascertain the current institutional financial capacity of NZP+, SHARe II conducted a financial assessment on 7<sup>th</sup> March 2013. This assessment was focused on determining NZP+'s readiness to absorb financial support from potential funding organisations. Apart from that the assessment was also aimed at strengthening financial planning, management and reporting systems of NZP+. The financial assessment showed that NZP+ has inadequate finance and administration control systems in place. In particular, NZP+ lacks finance personnel to look after financial issues and has no long-term sustainability plan. The comprehensive report from the assessment is being prepared and complete findings will be shared in the next quarter.

**Support to LTA Financial Systems:** USAID has given concurrence to LTA to implement workplace HIV/AIDS programs among the PPP partners and in the tourism informal sector in Livingstone. During the quarter under review SHARe II began providing technical assistance to LTA to help strengthen their financial and management systems to manage USG funds.

### **Strengthen management of physical infrastructure, commodities, equipment and logistics**

A component of SHARe II's support to civil society partners to strengthen financial management systems includes strengthening management of institutional/organizational assets.

During the quarter under review, technical assistance was provided to NZP+ and LTA, as part of financial management technical support in management of assets, including physical assets, commodities and equipment. Similar support is provided on an on-going basis to partners ZHECT, LEAD, and ZINGO.

### **Provide training in all aspect of HIV/AIDS management and institutional capacity**

SHARe II is aware of the HIV/AIDS information and HIV/AIDS management gaps in some of its civil society partners. SHARe II has designed a training package intended to update HIV/AIDS knowledge and skills for non-health actors involved in the HIV/AIDS response, specifically civil society partner staff, and PATF and DATF staff. Additionally, the predecessor SHARe project

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development a management guide for HIV/AIDS for civil society implementers for use to update management skills.

During the quarter under review, the HIV/AIDS information and training package was subjected to peer-review within SHARe II, the final step before finalization. In the coming quarters this training package will be used to train civil society partners, PATFs and DATFs in HIV/AIDS and HIV/AIDS management. Also in the coming quarters SHARe II will provide mentorship and/or training in HIV/AIDS program management to civil society partners.

### **Provide support to various coordinating civil society bodies to develop (and/or implement) strategic and operational plans and clearly articulate their mandate as organizations and the role they play**

Strategic planning and operational planning are a large part of the organizational development technical support SHARe II provides to its civil society partners. In the previous quarters SHARe II has assisted NZP+, ICOZ and CCZ to develop their strategic plans, which are either HIV-specific (NZP+) or which mainstream HIV/AIDS (ICOZ and CCZ). The NZP+ strategic plan has been printed and launched. NZP+ also received technical support to develop its operational plan, which has since been finalized.

During the quarter under review the ICOZ and CCZ plans were undergoing final reviews within SHARe II and will be submitted to USAID for concurrence to print in the coming quarters.

### **Provide technical assistance to enable these coordinating organizations to mobilize resources and broaden their funding base**

A significant constraint to the institutional strengths and capacities of most SHARe II partner civil society organization partners is resource constraints and limitations. The resource constraints have a significant impact on the ability of these organizations to recruit and retain staff, on the technical competencies they are able to carry at any given time, on their capacity to carry out programs and the viability of these organizations. A part of the SHARe II organizational development support to these partners therefore focuses on providing technical assistance in resource mobilization.

In previous quarters, SHARe II has provided training to some of its partners in resource mobilization. In the coming quarters SHARe II plans to provide training in resource mobilization, including proposal writing, to NZP, ICOZ and TALC.

### **Provide support to build and transfer knowledge and skills to local coordinating organizations to ensure sustainability of efforts beyond the life of the project**

The two coordinating bodies that SHARe II works with are ZINGO and NZP+. Because these two are national coordinating bodies, SHARe II works very closely with NAC counterparts to build competencies for NAC to provide technical support to these organizations in preparation for the eventual closure of SHARe II. SHARe II also works with specific officers in ZINGO and NZP+ to provide mentorship and training in program management.

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During the quarter under review, SHARe II worked very closely with ZINGO officer to prepare for the training of religious leaders in HIV/AIDS leadership planned for the coming quarter. SHARe II also worked very closely with NZP+ officers providing technical assistance in issues of governance and assisting with preparations for the upcoming AGM and Board Meeting. Mentorship and supportive supervision are critical aspects of knowledge and skills transfer to NZP+ and ZINGO.

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### **Task 3 Quarterly Activities: Strengthen and Expand Workplace HIV/AIDS Programs**

SHARe II works with both the public and private sectors to expand access to workplace programs and strengthen linkages and referral systems with community-level partners and implementers in order 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.

Workplace HIV/AIDS programs that include appropriate linkage to care and treatment services have resulted in significant improvements in general employee health and reductions in absenteeism in many workplaces. This has led to a switch in priorities by many workplaces to have more integrated health programs that address HIV and other related issues. Additionally, many workplaces recognize the benefit of workplace HIV/AIDS programs for their workers, and would prefer that these programs also reach workers' families and where possible, the defined communities from which they draw their workers. SHARe II workplace HIV/AIDS programs strategies and activities have incorporated these lessons. While workplace HIV/AIDS program activities still maintain a clear focus and emphasis on HIV prevention and linkage to services, we have integrated other health information and services, e.g. family planning, based on the needs and requirements of each workplace, to meet their employee wellness requirements, as much as possible. SHARe II programs, where appropriate, have extended workplace HIV/AIDS programs to reach defined outreach communities, for those workplaces where worker communities are easily defined (e.g. the Zambia Police Service who live in police camps and some Tourism HIV/AIDS Public-Private Partnership (PPP) workplaces that draw workers from defined surrounding communities).

#### **Sub-Task 3.1: Expand and Replicate Efforts in the Private Sector Including Small, Medium and Large-Scale Businesses, and the Informal Sector**

SHARe II supports partner private formal and informal sector workplaces to implement quality workplace HIV programs focusing mainly on HIV prevention. Integral to these efforts is support for sustainability and hand-over, encouraging supported partner workplaces to increase their investment in their individual programs over the life of SHARe II. As part of the push for program sustainability, SHARe II has engaged strategic policy-level partners including the Zambia Federation of Employers (ZFE), the Zambia Congress of Trade Unions (ZCTU), Livingstone

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Tourism Association (LTA), Luangwa Safaris Association (LSA), in an effort to mainstream HIV into key policy documents and improve leadership involvement in the HIV/AIDS response.

## **Provide technical assistance and actively participate in the development of the National Workplace Policy**

The SHARe II workplace HIV/AIDS program team works collaboratively with the SHARe II Policy and Legal team and other stakeholders in the development of the National Workplace HIV/AIDS Policy. As discussed in the policy and legal section of this report, the policy is currently with the Minister of Labor, awaiting a Cabinet memo for approval.

## **Develop and implement sustainable models for implementation of work and community based programming - increase and expand workplace programs and support in a logical and prioritized manner**

Workplace HIV/AIDS programs need to be dynamic and responsive to the current needs of workplaces and workers, as well to current advances in the field of HIV/AIDS. SHARe II workplace HIV interventions are scientifically grounded in order to be relevant and effective. Program activities, particularly trainings and sensitization meetings are guided by training manuals and guides. A mentorship program has also been developed to help build the capacity of service providers in the partner organizations to ensure program continuity.

All SHARe II workplace programs offer comprehensive HIV/AIDS services through direct provision and through referral. The SHARe II HIV/AIDS core package of services is a minimum package that defines and qualifies a workplace HIV/AIDS program. The SHARe II core package workplace-based HIV/AIDS services as comprises:

- **Structural interventions:** Formulation of workplace HIV/AIDS policies where appropriate, 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 (T&C), 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 HIV care and treatment services and ART, PMTCT, and male circumcision (MC) services.

A key aspect SHARe II programs is social mobilization for HIV/AIDS prevention and HIV-related service uptake and extending services to defined workplace communities.

### ***Scale up HIV/AIDS workplace programs in the informal sector (large markets and others):***

During the quarter under review, SHARe II continued engaging the Lusaka based markets (Chaisa, Lusaka city, New Soweto, Soweto HD, Lubama-Kamwala, Katambalala-Njanji, Buseko and Old Soweto-ZESCO power lines,) with high population of marketers within Lusaka. The primary target audience is the actual marketers and the secondary audience is the buyers of their produce. SHARe II began implementing this program in 2012 and is building on this experience to strengthen the response and scale up HIV/AIDS information sharing and learning, and provision of HIV testing and counseling (HTC). SHARe II is working with the Lusaka district

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council and the ministry of Agriculture and Livestock management to establish work committees on HIV/AIDS among the marketers.

**Expanding the formal private sector workplace HIV/AIDS program:** During the quarter under review, with ZFE, SHARe II has held engagement meetings with the Lusaka ZFE companies (Zamanita, Zambeef Chisamba, Professional Insurance Company, Armco, G4 security group, Zambian Breweries, National Airport Corporation, Mopani Copper Mines, Luanshya Copper mines, Kasanshi Copper mines, SCAW (Z) Ltd and the Mkushi farming block) and is pending an agreement meeting with the individual CEOs/managers on the modalities for the partnerships.

## Design and tailor support specifically to each setting and/or workplace, as appropriate

As general employee health has improved over time, many workplaces now demand more integrated health programs that address HIV and other health issues. SHARe II has responded appropriately by expanding its workplace HIV/AIDS programs to include other health-related topics issues such as family planning, stress and hypertension, Malaria, and nutrition and exercise that workplace wellness programs increasingly demand. Apart from meeting partner needs, this also breaks the monotony of discussing HIV all the time, reducing provider burnout and beneficiary fatigue. Importantly, this also allows SHARe II to operationalize the Global Health Initiative (GHI) principles through its workplace HIV/AIDS programs.

During the period under review SHARe II supported and facilitated a cervical cancer screening exercise with technical support from CIDRZ for our tourism PPP partners (Sun hotels – Zambia, Chrismar, Tongabezi lodge, Protea hotel, ZAWA and Simoonga community) in Livingstone. The exercise screened 205 women and 25 were found with lesions that needed treatment. The women were very grateful that such a service was brought to their doorstep. However, this exercise showed that cervical cancer is problem that needs to be more widely addressed. Most of the women found with lesions reported having multiple sexual partners. SHARe II has followed-up by engaging these young women in discussing the HIV vulnerabilities related to multiple concurrent partnership and low condom use.

## Provide technical assistance to manage workplace HIV/AIDS programs

SHARe II works directly with selected workplaces and also through local NGO partners, LEAD Program - Zambia Ltd (LEAD) and Zambia Health Education and Training Trust (ZHECT), to strengthen the HIV/AIDS workplace programs in the private and informal sectors. LEAD focuses on HIV/AIDS workplace programs in the informal sector and ZHECT focuses on such programs in the medium to large-sized enterprises in the formal sector. SHARe II is also working directly with some informal and formal workplaces to increase the number of organizations in the private and informal sector reached with HIV/AIDS workplace programs.

During the period under review SHARe II provided technical assistance in ensuring program and data quality to sub-partners ZHECT and LEAD. SHARe II also provided direct training and supportive supervision to its Tourism HIV/AIDS PPP and ZFE-affiliated partner workplaces in managing and implementing programs.

## Support to the Tourism HIV/AIDS Public-Private Partnership

SHARe II implemented activities with the Tourism HIV/AIDS PPP as discussed below:

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**Support to the Livingstone Tourism Association (LTA):** Towards the end of the period under review SHARe II obtained concurrence from USAID to sub-grant to LTA to implement workplace-based HIV/AIDS programs in the small and informal tourism businesses in Livingstone through peer education and community social mobilization activities. SHARe II also provides technical assistance to strengthen the LTA's ability to coordinate the HIV/AIDS programs among their member businesses, and links it to the DATF and district health office for additional technical support. This aligns with the GRZ's current public health reforms and restructuring. The expectation is that LTA will continue supporting member workplace HIV/AIDS programs for the foreseeable future.

**Support to Livingstone Tourism HIV/AIDS PPP Partners:** The PPP partners in Livingstone (Kubu crafts, Tongabezi, Tujatane Community School, the River Club, Bush Tracks Africa, Wasawange Lodge and Tours, Sun Hotels, David Livingstone Hotel, Protea Hotel, Rainbow Tours and Safaris, Wonder Bake, Susie and Chuma, and Wilderness Safaris) have actively engaged their staff in HIV/AIDS prevention activities. They have a workforce population of 8,769. In making the peer education program more dynamic to respond to broader health needs, SHARe II has trained the peer educators in the PPP companies to address reproductive health, malaria, and nutrition and exercise. Overall, the workplace HIV/AIDS programs slowed down as most partners are busy with preparations for the August 2013 United Nations World Tourism Organization Conference (UNTWO). Nonetheless, SHARe II continues to support the PPP partners and peer educators, to ensure that the programs quality is maintained.

In the period under review, the PPP partners, through their peer education program, requested SHARe II to support them with cervical cancer screening. SHARe II worked with a CIDRZ team from Lusaka and Monze to provide the service and staff were very happy to receive such a service. Chrismar, Sun, and Protea hotels and Wasawange, Tongabezi lodges participated in the exercise. The activity revealed that there is a big cervical cancer problem and highlighted the need for establishing a screening program in Livingstone. Individual PPP partner program highlights during the quarter are discussed below:

The Sun Hotels International implements a mix of general health and HIV/AIDS activities. The Sun Hotels hosted the cervical cancer screening service for the female employees in the Tourism HIV/AIDS PPP arranged by SHARe II and provided by CIDRZ, at their premises. Due to the overwhelming demand, the providers could not screen everyone. SHARe II, CIDRZ, and the PPP partners are looking at the possibility of arranging another screening exercise to cover those unable to access services during the first screening.

Kubu Crafts' workplace HIV/AIDS program has extended services to their Lusaka office. One of the staff has disclosed his HIV/AIDS status with management and his peers, and his involvement in the program and selfless sharing of his personal experience with HIV has led to significant improvements in the discussions and in the program.

Susie and Chuma staff meets monthly to discuss HIV/AIDS and other health and wellness issues. As this is a relatively new program SHARe II is providing intensive technical support and supportive supervision.

The Tongabezi Lodge and Tujatane Community School HIV/AIDS program has blended well with the HIV/AIDS program in the outreach community of Simoonga. Tongabezi and Tujatane have

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allocated time for some of the peer educators to help with the community program, incorporating HIV/AIDS and health issues affecting school children.

The River Club continues to be a key ally with the defined outreach community of Simoonga, and is currently mobilizing resources to electrify the Health Centre and the local nurse's house.

Wasawange Lodge and Tours laid-off staff recently, due economic hardships. Fortunately some of the trained peer educators are among the staff that has remained. SHARe II is providing supportive supervision to ensure the program continues.

Wilderness Safaris has three offices and one lodge in Livingstone. Management has worked out a program that brings all the staff together to discuss HIV and other health related matters. They have a dynamic group of young people with vibrant peer education and GESHA programs.

Jolly Boys Back Packers is a low budget safari company that draws many young travelers. It is a special case in that they deal with relatively young people. Peer educator training for the company is planned for the coming quarters.

Bush Tracks Africa has a trained peer educator living with HIV who has been very instrumental in influencing the peers at work to look at HIV with an attitude of care and support while at the same time addressing personal risk to HIV.

**Extending Programs to Defined Outreach Communities in Livingstone;** SHARe II has trained 64 community mobilizers from the Simoonga, Mukuni, Sinde and Sekute communities in effective community mobilization strategies for HIV prevention, care, treatment, and support. The community mobilizers reach out to an estimate population of 8,078 people across the four communities. In the quarter under review, The Community Mobilisers in Simoonga focused on HIV prevention, Gender Based Violence, delayed sex debut and MCP. These discussions led to the women in the community asking for support in screening for cervical cancer – the screening was conducted at the Sun Hotels during the period under review. SHARe II has been consulting with Tongabezi lodge to support the women found from Simoonga found with pre-cancer cells to travel to Monze for treatment. SHARe II also provided supportive supervision to upgrade the skills of the community mobilisers in the three PPP defined outreach communities, to conduct HIV/AIDS sensitization meetings.

**Support to the Luangwa Safaris Association (LSA) Tourism HIV/AIDS PPP:** SHARe II is working with 13 tourism businesses (Kafunta Lodge, Norman Carr Safaris, South Luangwa Conservation Society, Chipembele lodge, Tribal Textiles, Kiboko Safaris, Croc Valley Lodge, Mfuwe Lodge, Robin Pop Safaris, Shenton Safaris, Bakabaka Ltd, Flatdogs Lodge, Lion Camp, Kakumbi Community Resource Board-CRB, and the local Zambian Wildlife Authority - ZAWA) in South Luangwa to assist them to implement workplace HIV/AIDS programs. However in the period under review, the partners were on recess since their businesses close during the green season (rainy season) due to the bad terrain and state of roads, which become impassable. They will resume work in April 2013.

**Extension of LSA Tourism HIV/AIDS PPP Program to the Mfuwe Defined Outreach Community:** The Luangwa Safari Association members are the biggest employer for communities around South Luangwa. These communities have very limited access to health and HIV/AIDS services and therefore the LSA Tourism HIV/AIDS PPP Program was extended to benefit the communities where the workers in the lodges and their families live. SHARe II played

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a vital role in this extension, transferring HIV/AIDS programming skills to local organizations and partnering with these local organizations to extend HIV/AIDS programs to the communities around South Luangwa. This effort is being complemented by the LSA Lodges who have since attached a medical doctor to provide free consultations and treatment. The work is linked to the local government health facility and the District Health office in Mambwe district.

**Support to the Zambia Wildlife Authority (ZAWA):** ZAWA has been very helpful in supporting SHARe II activities with the tourism businesses, especially in linking SHARe II with the defined outreach communities in Mfuwe, while, in turn, SHARe II continues to strengthen the ZAWA workplace HIV/AIDS programs. During the quarter under review, ZAWA management arranged special meetings with scouts during month-ends when they come back into camp to collect their salaries and rations for the field. SHARe II provided support to the ZAWA GESHA program, targeting scouts and spouses to discuss gender, sexuality and HIV as part of building skills for HIV/AIDS prevention.

### **Support to the Zambia Federation of Employers (ZFE)**

Effective coordination is very important in ensuring workplace HIV/AIDS programs success. SHARe II has entered into a beneficial partnership with ZFE and equipped it to coordinate member workplace HIV/AIDS programs. In the period under review, SHARe II worked with ZFE to consolidate plans to recruit more companies to implement workplace HIV/AIDS programs. Through ZFE, SHARe II has made initiated discussions with 13 companies in Lusaka and on the Copperbelt around providing technical support in implementing HIV/AIDS and wellness programs for their staff. ZFE plans to hold an annual meeting to review workplace HIV/AIDS programming with the senior management of participating companies. ZFE plans to invite ZCTU and affiliate trade unions, and representatives from the Ministry of Labor to the meeting.

### **Support to the Zambia Congress of Trade Union (ZCTU)**

A partner that has been sidelined for a long time in workplace HIV/AIDS programming is the Trade Union movement. Trade Unions negotiate for conditions of service on behalf of their workers and if their buy-in is obtained to ensure workplace HIV/AIDS programs are part of their collective bargaining agenda, these programs stand a very good chance of being sustainable.

In the quarter under review, SHARe II brought together all the affiliate members of ZCTU to an engagement workshop that discussed the role of the Trade Unions in fighting HIV/AIDS and their mandate to work collaboratively with ZFE in ensuring effective workplace HIV/AIDS and wellness programs. The President General of ZCTU in his official opening remarks thanked SHARe II for initiating dialogue with the Trade Union movement and helping them to recognize that health and HIV/AIDS should be integral to their collective bargain for better conditions of service, in order to promote and encourage better health seeking behaviors among its workforce. SHARe II and the Trade Unions are working out a program that will bring the shop stewards in the companies and ministries working with SHARe II to work together with the employers in strengthening the workplace HIV/AIDS program, as part of the coordination team.

One of the ZCTU affiliate unions, the National Union of Plantations, Agriculture and Allied Workers (NUPAAW) quickly took up the offer from SHARe II and engaged and mobilized farmers in the Mkushi farm block to support workplace HIV/AIDS and wellness programs for their workers. Ten farms partnered with the NUPAAW and SHARe II to train peer educators. The chairperson of the Farmers' Association attended the closure of the workshop and noted that workplace HIV/AIDS and wellness programs promote better employee health, and better

health means better productivity and consequently increased profitability which benefits both workers and employers. He will encourage more farmers to support the program.

### **LEAD Workplace HIV/AIDS Programs**

LEAD works with the informal businesses in selected chiefdoms and communities. During the period under review, SHARe II trained LEAD staff in GESHA strategies to help support LEAD's work with communities where issues of gender and sexuality form part of the discussions on the drivers of the HIV/AIDS epidemic. LEAD conducted two BizAIDS training workshops for 857 participants in Central and Southern Provinces over a period of six weeks during the quarter under review. The BizAIDS model provides training in micro and small business management and in HIV/AIDS, and provides onsite HTC services to participants and other community members.

In the period under review, 1,851 individuals (793 males and 1,058 females) underwent HTC and received test results and 95 individuals (36 males and 59 females) tested positive and were referred for further HIV/AIDS services at the nearest health facilities. LEAD will in the next quarter conduct Five BizAIDS trainings in Southern and central Provinces, as well as providing support supervision visits.

### **ZHECT Workplace HIV/AIDS Programs**

ZHECT's workplace program works with the formal private sector including mines and farms. In the period under review ZHECT provided technical support in the implementation of workplace programs to 19 partner companies. The activities carried out included training of peer educators, HIV/AIDS workplace policy development, provision of HTC, HIV prevention services including promotion of voluntary medical male circumcision and screening for Cervical Cancer.

In the period under review, recruited Ndola Lime Company on the Copperbelt and began negotiating with ZAFFICO, Barrick and Lumwana Mines' management for possible workplace HIV/AIDS and wellness programs; conducted peer education training for 14 Olum International peer educators in Mbala and Sable Road Construction in Kasama; reached 1,657 individuals through small group and one-on-one HIV prevention discussions; reached 121 migrant workers with HIV prevention interventions for key populations; distributed, 53,680 male condoms and 3,000 female condoms through its peer educators network; and provided CT to 1,469 individuals and provided appropriate referral .



*Figure 5: Local NGO partner ZHECT staff discussing the link between cervical cancer and HIV/AIDS in Kabompo*

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## Improve quality and innovation of workplace programming

### Continuous Quality Improvement for SHARe II Workplace HIV/AIDS Programs

Quality workplace HIV/AIDS programming is very important to SHARe II and its partners, and SHARe II has put in place specific measures for quality monitoring and improvement: SHARe II ensures that all the providers, particularly the peer educators who are the foundation of effective workplace HIV/AIDS programs, in its partner workplaces are trained; retraining is provided on an ongoing basis to update knowledge and skills; a supportive supervision program that ensures that each peer educator receives in-person supportive supervision during the course of the year is in place; a phone/e-mail consultation facility is in place allowing service providers to reach their SHARe II technical supervisor any time, by phone/email for technical support and advising; and an M&E Advisor is attached to the SHARe II Workplace HIV/AIDS Program on a full-time basis to provide support for continual program and data quality monitoring using standard tools, to inform continuous quality improvement decision-making.

### Innovation in SHARe II Workplace HIV/AIDS Programming

Gender, Sexuality, and HIV/AIDS (GESHA): The implementation of the Gender, Sexuality, and HIV/AIDS (GESHA) program has led to greater success and effectiveness in workplace HIV/AIDS programs. The GESHA program provides 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. This innovative program allows open discussion of the drivers of the HIV epidemic in Zambia, including MCPs, alcohol abuse, cross-generational sex, and sexual violence against women and girls, in the context of the gender, sexuality and the cultural environment and has 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.

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. PAW is the first ever support group for workers openly living with HIV. PAW breaks the 'thick wall of silence' surrounding HIV infection in Zambia among workers, by openly showing the face of HIV in the workplace. It challenges the status quo of low disclosure of positive HIV status by openly showing the face of HIV in the workplace. The face of PAW shows that workers living with HIV are our friends and colleagues, who are as productive as other workers. By participating openly and fully in workplace HIV/AIDS programs PAW is letting workers living with HIV know that there is no need to suffer in silence and isolation. PAW ensures that HIV interventions are responsive to the needs of workers living with HIV, and are in line with and supportive of broader national HIV prevention, care, treatment and support goals.

HIV/AIDS and Health Service Menu – HIV/AIDS not Optional: A key result of implementing comprehensive workplace HIV/AIDS programs that included appropriate linkage to care and treatment services has been the improvement in general employee health and the reduction in absenteeism in many workplaces. This has resulted in a switch in priorities by many workplaces to have more integrated health programs that address HIV and other related issues. SHARe II has responded innovatively to this challenge by providing a menu of HIV/AIDS and health discussion topics in its programming, thereby ensuring that programs are responsive to and are

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tailored to the HIV/AIDS, health and wellness needs of each partner workplace, while maintaining a clear focus and emphasis on HIV/AIDS.

### **Utilize representatives from successful workplace programs and/or managers as “Champions” and utilize these peers/models for expansion of workplace programs**

A key aspect of SHARe II’s programming is keeping its core service provide group of peer educators, GESHA facilitators, and PAW mentors, engaged and committed to their work. SHARe II has developed a core group of champions from each of these service provider categories who are capable of training others in their area of specialty, and who are also able to mentor individual service providers and workplaces to improve. SHARe II uses this strategy very successfully in its implementation of workplace HIV/AIDS programs. The champions are committed to their work because their excellence is recognized, while other providers aspire to become champions and are spurred to excel.

SHARe II has also successfully used this strategy at management level. A manager from the Wilderness Safaris program in Lusaka was very instrumental in ensuring the success of the Tourism HIV/AIDS PPP program in Mfuwe. She actively shared the advantages of workplace HIV/AIDS and wellness programs with fellow tourism business managers, and was instrumental in the level management buy-in obtained and the high levels of recruitment into the program.

### **Improve existing monitoring systems in workplace programs, and increase efforts to ensure that policies are being widely publicized/shared, utilized and implemented**

The SHARe II workplace HIV/AIDS program has a full-time M&E Advisor who works with the SHARe II workplace team and with partner companies to support program monitoring and reporting. In the period under review SHARe II updated partners’ skills in data collection and reporting, and documentation of SHARe II supported activities. This was done as part of SHARe II supportive supervision visits to the service providers where they are observed and provided with feedback on their performance as part of the mentorship program.

An integral part of the comprehensive workplace HIV/AIDS program support SHARe II provides to its medium and large-sized partners is workplace HIV/AIDS policy development and dissemination. Peer educators are trained to ensure that workplace HIV/AIDS policies are widely disseminated, and management is also similarly advised so that they are aware and prepared to interpret the policies, answer questions, and provide guidance and support.

### **Develop and/or strengthen an efficient mechanism to provide and communicate technical resources, updates and best practices**

SHARe II uses different communication mechanisms for technical resources, updates, and best practices. Currently the mechanisms most utilized are the in-person supportive supervision, and the phone/e-mail technical support system. SHARe II has been exploring the feasibility of PLHIV e-support group (discussed in the sub-section below) and another one for workplace HIV/AIDS peer educators and other providers, and will report on progress in the coming quarters.

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## Establish, strengthen and expand the formation of workplace support groups and programming

**PLHIV E-Support Group:** Not all workers living with HIV are comfortable being a part of an openly positive support group like PAW. Nonetheless, this group of workers also needs information tailored to them and the context in which they live and work to help them live positively and make informed decisions about their lives.

In the coming quarters, for this group of workers, SHARe II has been discussing the possibility of initiating a web-based e-support group, which can be accessed anonymously. SHARe II has received the go-ahead from USAID to implement and will work out the modalities of how to manage the group/website. The website would have a moderated Question and Answer section to address questions and issues raised by those accessing the group/website. SHARe II would train a local partner to co-manage and eventually take over management of the group/website.

## Expand and strengthen work with senior management of participating entities

SHARe II actively engages with senior management from partner private sector workplaces to ensure buy-in and to ensure program success and sustainability.

As of the end of the quarter under review, the level of engagement of the LSA member partners in Mfuwe is very high and SHARe II ensures this is maintained by providing updates on the state of their workplace HIV/AIDS programs. The level of engagement of senior management in partners in the Livingstone Tourism PPP has waned over time and requires jump-starting. SHARe II plans to hold in PPP event in 2013/2014 (after the UNWTO meeting) to revitalize support and interest. With the ZFE-affiliated partners, discussions with most senior management are ongoing to obtain buy-in. Once this is obtained and program implementation begins, SHARe II will maintain regular contact and ZFE will hold a one day forum on the state of SHARe II-supported HIV/AIDS programs in individual companies for the Chief Executives (CEO), as a way of maintaining management support and buy-in.

### **Sub-Task 3.2: Expand and Replicate Efforts in the Public Sector Including Continued Support and Expansion to Additional Line Ministries**

SHARe II works with selected ministries in the Public sector to implement workplace HIV/AIDS programs. However, the public sector response to HIV/AIDS in Zambia has for most part been extremely slow and lackluster. Apart from the Ministry of Home Affairs, workplace HIV/AIDS programs traction and management commitment have been difficult to achieve. In the absence of a public sector coordinating body SHARe II, in consultation with NAC, began working with the Public Service Management Division (PSMD), the human resource division of the public sector, to equip it to take the coordination role for workplace HIV/AIDS programs for the sector. Although this work is challenging due to the ongoing restructuring in the line ministries, some progress has been made. In the period under review SHARe II and PSMD undertook an HIV/AIDS mainstreaming exercise into the Division's programs. SHARe II supported the PSMD to hold the Inter-Ministerial Stakeholders' Forum (IMSF) that draws the line ministries together

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to mainstream HIV into their plans and programs and to share experiences, lessons learned and best practices in workplace HIV/AIDS programs.

## Prioritize efforts with key ministries

SHARe II is supporting eight line ministries to implement workplace HIV/AIDS programs. SHARe II's coverage and scope of work within each Ministry is agreed upon in negotiations with each Ministry. Currently, these public sector partners have an estimated worker population of approximately 50,000 that are reached by SHARe II programs, excluding defined outreach community populations. Individual Ministry activities during the quarter under review are described below:

### I. Ministry of Home Affairs (MHA)

The MHA is comprised of several departments, namely the National Registration and Passports, Drug Enforcement Commission, Immigration Department, Prison Service, Police Service, Police Complaints Authority, Commission for Refugees, and Headquarters. Together, this Ministry has a total population of 20,248 staff in addition to 16,000 inmates. In the period under review activities focused much on the following departments.

**Zambia Police Service Workplace HIV/AIDS Programs:** The Zambia Police Service (ZPS) is the biggest department in the Ministry and has been the most active in implementing HIV/AIDS workplace activities. Police administration has asked SHARe II to support in various areas such as, strengthening their gender program and equipping it with appropriate skills to address pertinent issues in the service, support the development of a curriculum on HIV/AIDS and human rights which should be mainstreamed into their police training curriculum, and scaling up of the GESHA and PAW programs to areas where SHARe II is reaching. In response to the Inspector General of Police's request for SHARe II to extend its technical support, SHARe II will in the next quarter hold consultative meetings to plan its technical support to the service and prioritize activities and interventions.

The following activities have been undertaken in the period under review: HIV/AIDS sensitization meetings for recruits at Lilayi, Sondela and Kamfinsa training schools focused on their own HIV prevention and health-seeking behaviors, in addition to skills training in handling HIV-related cases; scaling-up of the GESHA program to the Tazara Police camps in Mpika - a team has been trained to facilitate the program; general HIV/AIDS sensitization and peer education at work and in the camps. SHARe II provided supportive supervision to providers to ensure quality, and state-of-the-program updates to management to ensure continued support. Additionally, SHARe II re-trained all the ZPS HIV/AIDS coordinators in the data reporting forms, data capture and reporting to ensure validity and quality of data sent to SHARe II.

**Zambia Prison Service Workplace HIV/AIDS Programs:** With SHARe II technical support, the Zambia Prison Service completed working on the structure for their Health Directorate, which coordinates the HIV/AIDS programs. The Prison Service also continued to provide HIV/AIDS information and services to both inmates and staff. During the quarter under review, the Prison Service and SHARe II carried out the following activities:

Engagement of people living with HIV: With increased numbers of people living with HIV joining the PAW groups, SHARe II developed a checklist that provides information about what a core package for PLHIV comprises so that there is quality reporting. This is working very well and the

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service is now reporting accurate numbers of PLHIVs who receive support. This program has been extended to prison inmates with very high levels of uptake.

Support to Prisons HIV/AIDS Advisory Committee (PAAC) Retreat: The purpose of the Prisons HIV/AIDS Advisory Committee is to provide advice that feeds into national policy and strategy development in relation to HIV/AIDS in the Zambian prisons. It addresses the interconnected issues of HIV/AIDS in prisons using a rights based, Public Health, and evidence based approach. During the period under review SHARe II supported the PAAC retreat at which the following was recommended: The Prison Service should hold a high level meeting with the ministries of Home Affairs, Health, Mother and Child development to discuss how health provision and linkages with local health facilities will be implemented; the Prison Service should hold a meeting with CAPAH and the SADC coordinator for the committee on parliamentarians against HIV/AIDS and advocate for support in moving the legislature on the reviews to the Prison act so that it is more relevant to current prison conditions; the Prison Service should implement the recommendations available in the law instruments that give them authority to provide quality health service within the Prison set up and make HIV/AIDS Prevention part of management practice; and the Prison Service should liaise with the Access to Justice organizations and the police to help lessen unnecessary prison sentences. A recommendation was also made for the employment of a Social Worker to work as a link between the Prison Service and the Ministry of Community Development and Social Service.

Review of the Prison Act: SHARe II worked with the PAAC and Prison Service to provide recommendations for review in the Prison's Act. The SHARe II Workplace and Legal and Policy teams were instrumental in the revision exercise and provided valuable insights and counsel to the process, including legal advising.

Supportive Supervision and M&E Technical Support: SHARe II provided supportive supervision to providers to ensure quality. During these visits SHARe II provided state-of-the-program updates to management to ensure continued support. Additionally, SHARe II provided training to HIV/AIDS coordinators in the data reporting forms, data capture and reporting to ensure validity and quality of data sent to SHARe II.

## **2. Ministry of Transport, Works, Supply and Communications (MTWSC)**

The SHARe II workplace HIV/AIDS program reaches a population of 2,638 in Lusaka. The Ministry has departments with high numbers of young and/or mobile staff, so it has prioritized HIV prevention and access/adherence to care and treatment. In the period under review, SHARe II staff supported the ministry to identify populations among its staff that needed immediate and more aggressive HIV/AIDS prevention activities. The construction department (building and roads), Kazungula and Mpulungu harbors were identified as areas that need more structured and aggressive programs. The Ministry has mobilized resources to address these problems and will in the next quarter work with SHARe II to provide training and sensitization meetings on various HIV/AIDS topics, including gender and sexuality.

## **3. Ministry of Agriculture and Livestock (MAL)**

Most of the Ministry's staff work in the districts and interfaces with communities regularly, through the extension program. This program therefore requires equal focus on both internal and external HIV/AIDS mainstreaming. In the period under review, a supportive supervision visit to Solwezi was conducted to help provide support to the service providers and get management involvement from HQ. Additionally, SHARe II and the Ministry conducted a GESHA for 30 couples (reaching 60 individuals) at the Zambia College of Agriculture of the Ministry. A GESHA

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facilitation team was formed to reach and sensitize other couples, and SHARe II will in the next quarter provide training to the team in program coordination and facilitation.

#### **4. Ministry of Information and Broadcasting (MIB)**

The Ministry comprises Zambia National Information services, Zambia National Broadcasting services, Zambia Daily Mail, and Times of Zambia. However, at this time SHARe II is only working with the Ministry's head office and the Zambia Information Service as the other departments work as statutory boards and have independent managements. In the period under review, the Ministry started reviewing their workplace HIV/AIDS policy with SHARe II technical assistance. The Ministry also invited SHARe II to talk about gender and sexual harassment in the workplace and the Zambia Drug enforcement Commission to share on drugs and other substances, during their family fun day. The event was very well attended, with senior management, staff, and families turning out in numbers.

#### **5. Ministry of Finance and National Planning (MOF-NP)**

The Ministry of Finance has one of the most proactive and effective workplace HIV/AIDS programs. In the period under review, with SHARe II technical support, the Ministry finalized its workplace HIV/AIDS Policy. The policy is awaiting final approval, before it is printed and disseminated. SHARe II also trained the first group of MOF-NP peer educators.

#### **6. Ministry of Commerce, Trade and Industry (MCTI)**

The Ministry of Commerce, Trade and Industry (MCTI) has five statutory bodies: the Competition and Consumer Protection Commission; the Zambia Development Agency; the Weights and Measures Agency; the Citizens' Economic Empowerment Commission; the Patents and Companies Registration Agency; and the Zambia Bureau of Standards. The MCTI, like MHA, MAL, and MOF, has a good workplace HIV/AIDS program. In the period under review the ministry completed its work on the workplace HIV/AIDS policy and is waiting for management review and approval. All the Ministry's statutory boards held HIV/AIDS sensitization meetings for management and staff.

#### **7. Ministry of Justice (MOJ)**

The ministry of justice has lagged behind in the implementation of workplace programs. They have a small population and most of them are lawyers and top government officials. Traditional workplace programs don't seem to fit into this structure and SHARe II has restructured the program to focus more on arranged meetings where a variety of HIV/AIDS and health topics and issues can be discussed. Instead of training peer educators, SHARe II will facilitate these meetings and plans are under way with the focal point person to schedule these meetings.

#### **8. Ministry of Gender (MOG)**

The Ministry of Gender is a relatively new Ministry. Although SHARe II has discussed the possibility of implementing workplace HIV/AIDS program with senior management, they are currently occupied with setting up the Ministry's operational systems. SHARe II will re-engage with them in the coming quarters when they have settled down

### **Improve quality and innovation of workplace programming**

As discussed above under a similar section for private sector workplace HIV/AIDS programs, SHARe II has put in place specific measures for quality monitoring and improvement which provider training and retraining (to update knowledge and skills); in-person supportive

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supervision; a phone/e-mail consultation facility is in place allowing service providers to reach their SHARe II technical supervisor any time; and full-time M&E Advisor support for continual program and data quality monitoring using standard tools, to inform continuous quality improvement decision-making.

With regard to innovation in workplace programming, strategies similar to those discussed above under the private sector are employed including implementing the GESHA and PAW programs, and a providing a menu of HIV/AIDS and health topics and tailoring programs to the needs of partner workplaces, while maintaining a clear focus and emphasis on HIV/AIDS.

## **Improve the ability of line ministries to mainstream HIV/AIDS and GBV activities into their work**

SHARe II undertakes a number of programs in the public sector in relation to HIV/AIDS and GBV that contribute to the whole: A large section of the GESHA program is devoted to GBV and partner Ministries that are implementing the GESHA program have achieved significant mainstreaming of HIV/AIDS and GBV; through its support in the development workplace HIV/AIDS policies, SHARe II has ensured that HIV/AIDS and gender (and GBV) are appropriately mainstreamed, setting the stage for downstream mainstreaming into programs and activities; and the SHARe II policy and legal team are working with the Ministry of Gender to ensure HIV/AIDS is mainstreamed into the National Gender Policy, again ensuring downstream integration into programs and activities.

During the period under review, apart from the work on policies previously described under Task I, SHARe II provided technical assistance to PSMD in HIV/AIDS and gender mainstreaming for its public sector workplace HIV/AIDS programs. SHARe II also began reviewing and updating the GESHA training manual, to make it more responsive to recent advances in the understanding of gender, sexuality, and HIV/AIDS, within the Zambian cultural context.

## **Increase and expand workplace programs and support in a logical and prioritized manner**

SHARe II has utilized a phased model of program expansion with its public sector partners. On award, SHARe II quickly re-engaged with its previous four partners to ensure quick program continuity and quality. SHARe II then undertook a process to obtain management and staff buy-in from new partners with support from PSMD. Within Ministries, SHARe II is also using the same model of expansion working with individual managements to implement phased expansion to different departments, divisions, and statutory boards.

## **Develop and disseminate best practices in public sector workplace programming**

SHARe II has worked very well with its private sector implementing partners to develop and document best practices. For the public sector, because the sector has not moved at the same pace as the private sector in terms of program implementation, development of best practices has been slow. Nonetheless, SHARe II is actively supporting public sector partners to develop and document lessons learned and best practices, and use the Inter-Ministerial Stakeholders' Forum (IMASF) attended by all 22 line ministries, to share and showcase. The IMASF presents a

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great opportunity for programs that are doing well to shine, and an incentive for those facing challenges to improve. SHARe II will provide additional support to partners to disseminate their best practices more widely, beyond the IMASF.

## Use “champions,” as well as the men’s networks in the fight against HIV/AIDS and GBV

As part of strengthening Workplace HIV/AIDS programming among partners, SHARe II has identified programs that are working very well and created linkages with the other programs so that there is effective peer learning. For example, the Zambia Police Service GESHA program is doing very well and SHARe II provides opportunity for ZPS service providers to facilitate sessions with other workplaces as champions. Recently SHARe II has begun making linkages with the Young men’s Christian Association, Young women Christian Association, X-prisoners Association and men’s networks in NGOCC and Women for Change, to identify ‘champions’ who can work with SHARe II workplace programs to address specific topics.

## Expand and strengthen work with senior leadership

SHARe II has invested a lot of time with the senior leadership in the public sector to obtain their support and buy-in in workplace HIV/AIDS programs. A significant barrier to success in this endeavor is the ongoing restructuring in the line ministries where leadership changes are very frequent and widespread across all Ministries. These changes mean that SHARe II has to go back to the negotiation table with the new managements of these ministries to discuss the implementation of HIV/AIDS workplace programs. The partnership with PSMD has been very helpful in facilitating re-introduction when this happens.

During the quarter under review, SHARe II supported and HIV/AIDS leadership workshop with Officers-In-Charge (OCs) drawn from prisons currently working with SHARe II to review the support mechanisms available to the HIV/AIDS coordinators and peer educators working with inmates; strategize program implementation plans that meet prison inmate’s needs; review work relations and linkages between the prison service and stake holders in providing health services to inmates living with or affected by HIV/AIDS; and discuss the importance of documentation and reporting. The Commissioner of Prisons, Mr. Percy Chato, opened the workshop.



*Figure 6: SHARe II’s Benny Njovu and the Zambia Prison Service senior management at an orientation meeting on their HIV/AIDS leadership roles and responsibilities*

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## **Improve existing monitoring and evaluation systems in workplace programs, and increase efforts to ensure that workplace policies are being widely publicized/shared, utilized and implemented**

The SHARe II workplace HIV/AIDS program has a full-time M&E Advisor who works with the SHARe II workplace team and with partner companies to support program monitoring and reporting. In the period under review, SHARe II updated partners' skills in data collection and reporting, and documentation of SHARe II supported activities for the Ministry of Home Affairs, its biggest public sector partner. This was done through an M&E workshop for regional/divisional HIV/AIDS coordinators from both Zambia Police and Prisons Services, and also as part of SHARe II supportive supervision visits to the service providers.

An integral part of the comprehensive workplace HIV/AIDS program support SHARe II provides to the public sector is workplace HIV/AIDS policy development and dissemination. The SHARe II policy and legal team and workplace HIV/AIDS programs team are working with all public sector Ministries to review and update their policies. This work is ongoing, with the expectation that all policies will be completed by 2013 and fully disseminated by 2014.

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### **Task 4 Quarterly Activities: Strengthen Collaboration and Coordination of HIV/AIDS with GRZ, USG Partners, and other Stakeholders**

SHARe II provides 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 tracks leadership, legal and policy environment strengthening, coordinating structures strengthening activities, and providing support to improve monitoring and evaluation for national HIV/AIDS activities. SHARe II also provides technical support to USG bilateral partners to implement workplace-based wellness programs for their employees.

#### **Sub-Task 4.1: Support the Coordination of Designing, Implementing, Managing, and Evaluating of HIV/AIDS Activities, Ensuring Ownership and Use of HIV/AIDS Approaches by the GRZ and other Partners**

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 HIV/AIDS response coordination and management in Zambia to ensure quality and equitable service provision to PLHIV and those affected by the epidemic, and to break the cycle of HIV transmission and stem the tide of the epidemic. To achieve this, 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

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including donors, NGO implementing partners, civil society, the private sector, and the public sector on the other, is required.

## Support to NAC Coordination of the National HIV/AIDS Response

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. We will 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, respectively, and gather input from participants to help improve performance. The proposed stakeholder forums are intended to:

1. Strengthen the coordination and management of the HIV/AIDS response through regular policy and strategic guidance and updates from NAC and MOH, to facilitate stakeholder buy-in and ensure implementers align their programs and implementation strategies to GRZ programs and strategies;
2. Establish and provide a platform for learning and information-sharing on current science, best practices, and lessons learned generated through the HIV/AIDS response in Zambia and elsewhere, through technical presentations by implementers and other partners on key topical issues, to inform program implementation and response management;
3. Establish and provide an avenue for regular networking among various players and stakeholders and an avenue for regular updates by implementing partners and donors on their program implementation and support, to inform other implementers and players, and NAC/MOH on progress, to facilitate collaboration and synergies, and eliminate inefficiencies related to duplication of effort; and
4. Provide an opportunity and mechanism for informal feedback from the HIV/AIDS stakeholders and players to NAC and MOH on the status of the HIV/AIDS epidemic and the national response, and contribute to continual improvements in the response.

The expected result from this support is that donors, implementers, and other key players in the response at both national and sub-national levels will become more aware of the policy, strategic, and GRZ's operational expectations and milestones in the HIV/AIDS response, and appropriately align their policies, strategies, and action plans through joint planning and improved communication.

During the quarter under review, SHARe II followed-up with NAC on the status of the concept paper regarding implementation of the HIV/AIDS Stakeholders Forums that SHARe II developed and submitted to NAC. A meeting to discuss this and other collaborative activities is planned for May 7, 2013, and hopefully NAC concurrence to convene these forums will be obtained.

### **Sub-Task 4.2: Facilitate the Development of a Common M&E Framework for National HIV/AIDS Activities**

SHARe II is working with NAC and other NAC technical support partners, including the lead USG strategic information and monitoring and evaluation NAC partner CDC, to build consensus

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on a common M&E framework for reporting for national HIV activities such as VCT day, traditional ceremonies and other social mobilization events, including designing tools for reporting that will feed into the national M&E system.

During the reporting period, SHARe II submitted the concept note to NAC on the proposed M&E framework, and conducted two meetings with the Monitoring and Evaluation Specialist and MIS developer at NAC to discuss the concept note and how to operationalize it. There are planned follow-up meetings in the next quarter that will involve other partners, especially CDC.

#### **Sub-Task 4.3: Establish and Maintain a Mechanism for Tracking Leadership, Legal and Policy Environment Strengthening and Coordinating Structures Coordinating Activities**

SHARe II is providing technical assistance to improve NAC's reporting of structural HIV/AIDS interventions. SHARe II is working to develop and maintain a monitoring system that will track leadership, legal and policy environment strengthening, coordinating structures strengthening activities, including developing a shared tracking and monitoring system with common indicators for leadership, legal and policy environment strengthening, and coordinating structures strengthening activities to allow for cross-program reporting, sharing, and learning.

During the quarter under review, SHARe II finalized its review and revision of the leadership, legal and policy environment strengthening, and coordinating structures it is tracking through its project database. These will be presented to USAID for approval as part of the SHARe II revised monitoring and evaluation plan.

#### **Sub-Task 4.4: Collaborate with USG-funded Programs on Workplace Wellness Programs**

SHARe II collaborates with other USG-funded partners across sectors to build and establish workplace health programs that include a menu of workplace-based wellness services and referrals. While SHARe II provides technical assistance, supported USG partners will fund and manage their own programs.

During the quarter under review, SHARe II engaged four Health and HIV/AIDS partners, and obtained concurrence to begin implementing programs among these partners. Program implementation will begin during the next quarter. SHARe II also plans to recruit four additional partners in the next quarter.

## **V. Monitoring and Evaluation**

During the quarter under review, the Monitoring and Evaluation (M&E) team continued to provide on-going support to the technical teams and partners by conducting data quality assessments, while also continuing collection, analysis, and report writing on the baseline survey data. The quarter's activities are described below:

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## M&E Support Activities to the SHARe II Secretariat Units

The M&E unit has provided support for technical activities, including collecting and analyzing baseline data collected in the Chiefdoms. The M&E unit is implementing a quasi-experimental evaluation that uses a mix of qualitative and quantitative methods to evaluate SHARe II's Task I Leadership work in the Chiefdoms. Data collection commenced in October 2012 and is ongoing. So far Knowledge, Attitudes, and Practices (KAP) baseline data has been collected from a total of 13 out of 19 target Chiefdoms. Due to the rainy season, KAP data collection has extended into the upcoming quarter and preliminary data analysis is being conducted - summary findings will be shared with the relevant technical staff. Analysis of the qualitative baseline data on chiefdom focus group discussions (FGDs) and Key Informant Interviews (KIIs) are ongoing.

The M&E unit also provided support to the HIV/AIDS Leadership team by analyzing and compiling the report on the evaluation of the school-based musician-led sensitization intervention which took place in the previous quarter. The M&E team developed an evaluation tool which used pre and post activity to collect data on the students' knowledge and perceptions of HIV. Analysis has been conducted and a written report has been developed.

During the quarter, the SHARe II M&E unit ensured that the Legal and Policy trainings were evaluated through pre and post training tests, revising targets, and improving the tracking tool for progress on pieces of legislation and policies. The M&E unit worked closely with the SHARe II Coordinating Structures (CS) team to continue supporting the DATFs and PATFs from the 15 districts that underwent a pilot Organizational Capacity Assessment (OCA) in the formulation and development of Monitoring and Evaluation plans. The SHARe II M&E unit is editing four draft M&E plans which the DATFs wrote and expecting the remaining drafts to be submitted for editing over the next quarter.

The M&E team also provided support to the Workplace HIV/AIDS Programs team. The Zambia Prisons Services (ZPS) headquarters in Kabwe were visited to review their M&E system and provide technical assistance and guidance for their data collection, data management, and reporting. Following up on activities of last quarter the M&E unit, in collaboration with the Zambia Police Service and the Zambia Prisons Service, finalized and rolled out a reporting system which not only captures PEPFAR data but also captures other health indicators which are in their scope of work. In addition, the M&E unit is drafting the KAP and HIV Focal Point Persons Situation Analysis (SA) reports based on data that were collected from selected private and public sector workplaces in all districts apart from Luapula and Western provinces. A draft report has been completed and is being reviewed for submission to USAID.

The M&E unit continues to refine the project data management system, which aims to improve SHARe II's efficiency in data and program management. The data management system is comprised of multiple data sources, including a project database used to track program implementation as well as PEPFAR databases used to collect PEPFAR indicators from both internal and external data submitters. An M&E unit staff meets with each technical team monthly and with sub-partners quarterly to verify the activities that have taken place as well as identify any support needed for upcoming activities.

To ensure SHARe II collects and maintains accurate data, the M&E unit staff is also responsible for conducting Data Quality Assessments (DQAs), which have been integrated into the ongoing work plan. During the quarter, DQAs were conducted with sub-partner ZINGO by internal SHARe II technical teams. The DQAs were conducted in three Mother Bodies, namely, the

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Evangelical Fellowship of Zambia (EFZ), The Islamic Supreme Council of Zambia (ISCZ) and the Independent Churches of Zambia (ICOZ).

The M&E unit staff worked with all the task teams to develop and refine Log Frames and indicators to include in the revised M&E plan to be submitted to USAID in the next quarter.

### **M&E Support to SHARe II Partners**

In the period under review, SHARe II continued using the PEPFAR indicator database, which was shared with SHARe II's partners. This has enhanced the quality and accuracy of data the partners send on a monthly basis to SHARe II. The SHARe II M&E team also holds quarterly meetings with each partner to review the performance on various indicators on which they are reporting. SHARe II has also been offering monthly database trainings to Zambia police and Zambia Prisons Services in Microsoft Access 2010 since last quarter.

**LEAD Zambia Ltd:** LEAD made changes to their M&E staffing during the quarter, which required that SHARe II provide on-site support during one of their BizAIDS trainings- which are designed to help micro enterprises deal with the impact of HIV/AIDS by means of valuable business skills training, and more intensive technical support to improve systems and ensure accurate and timely data collection.

**ZINGO:** The SHARe II M&E unit conducted a Data Quality Assessment (DQA) of ZINGO data and provided technical support in the development of their project database.

**ZHECT:** SHARe II M&E unit continued to work closely with ZHECT to improve systems and ensure accurate and timely data collection.

## **VI. Finance and Admin**

### **Contract Award, Planning & Budgeting**

JSI SHARe II Task Order obligation is currently \$13,899,999.99 at the end of this reporting period, 31 March 2013. This is obligation currently projected to fund the project through June 2013. At 31 March 2013 JSI has expended and accrued approximately \$ 11,777,242 under the SHARe II task order representing 85% of the total obligation. A Limitation of Funds Notice and Request for Task order Modification was submitted to USAID on 29 March 2013. JSI will be required to begin close out-operations if a further obligation is not received by 31 May 2013.

### **SHARe II Work-Plan**

Following discussions and feedback from the Contracts Officer at a meeting held on 14 January, SHARe II reviewed and revised the 2013 workplan to ensure that all activities were focused towards the RFTOP contained in the Task Order rather than the Technical Approach included in JSI's Proposal. The revised workplan was submitted on the 25 February 2013 and whilst formal approval has not yet been received, a hard copy of our workplan with some feedback from our COR was received. The workplan assumes that sufficient funds, in line with the approved budget, will be obligated before the end of May, 2013. In the meantime, activities will continue as proposed in the submitted revised workplan.

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## Financial Reporting

### Notice of Fraud

During the reporting quarter, SHARe II uncovered a suspicious financial transaction which turned out to be fraudulent. The transaction was discovered before it had any impact on JSI's official financial reports and at no time was USAID charged erroneous amounts. JSI reported the incident to the OIG and the Contracts Officer as required. JSI/ SHARe II management exhausted all internal investigations to ensure there were no other incidents.

## Staffing and Recruitment

### Key Personnel

All key personnel remain in post and no changes in key personnel are envisaged in the near future.

### Other Local Hire Staff

The following four local hire staff members resigned during the period under review and are no longer with the project: Rose Lungu - PLHA Manager; Luka Sakwimba – Private Sector Manager – Workplace Programs; Martin Chanda – M&E Specialist; and Anderson Nkamba – Driver. In addition, as reported above, Accounts Assistant, Priscilla Musa is also no longer with the project.

During the period under review, SHARe II advertised and conducted interviews for replacements of the above positions together with the vacant and new positions which were documented in the last quarterly report. Candidates have now been selected for the following positions:

**Gender and Advocacy Manager:** This person is cross cutting across the technical components and reports to the DCOP – Technical. This replaces the original two positions, Advocacy and Community Mobilization Manager & Gender Integration Manager, in the technical proposal.

**Leadership Officer:** This is an additional fulltime person to assist with work under the Leadership component of the project, reporting to the Senior Manager for Leadership.

**Policy Managers X 2:** In the area of Policy and Regulatory Environment a candidate has finally been selected for the Policy Manager position which has remained vacant since the beginning of the project. An additional manager is also now required to take on some of the work that was formerly handled by sub-partner ZARAN, who will no longer be implementing policy and legal work for SHARe II. It has since been determined that, given the legal expertise already in-house, the emphasis for this position should be on Policy rather than Legal.

**Program Officer - Workplace Programs:** SHARe II has not been able to identify a suitable local NGO partner to carry out some of the workplace program activities within the informal sector, particularly the markets. This fulltime staff member will directly supervise informal sector workplace program activities and report to the Senior Manager-Workplace Programs.

**Program Manager - Workplace Programs:** This program manager will replace Luka Sakwimba, working primarily with the Private Sector, reporting to the Senior Manager-Workplace Programs

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**Program Manager – Integrated HIA Response:** Although the title has changed, this staff member replaces the work formerly carried out by Rose Lungu. This person will be cross-cutting across components reporting to DCOP- Technical and also manage much of the workplace program activities with USG partners carried out under Task 4 of the Task Order.

**M&E Specialist:** A candidate has been selected to replace Martin Chanda.

**M&E Officer:** Given that certain program activities previously planned to be carried out by sub-partners (e.g. some of the legal and policy work and workplace programs in the informal sector/markets) is now being carried out directly by SHARe II, there is an increased need for M&E support to the technical components. As a result SHARe II is proposing to hire an M&E Officer at a slightly lower level of technical expertise than the two M&E specialists, to assist the teams with this workload. Also, despite current efforts to hire another intern for Communications and Documentation (C&D), in the absence of a C&D Specialist meantime, most C&D tasks, including providing assistance to all the technical teams in writing up success stories and best practices, rests with the M&E department. The proposed M&E officer is expected to make valuable contributions to this aspect of the work also.

**Accounts Assistant:** A Candidate has been selected for this position.

**Driver –** One driver will be hired now to replace Anderson Nkamba and two (2) additional candidates have been selected from the same recruitment process for such time as SHARe II shall acquire additional vehicles.

**Communications and Documentation:** The internship for the both the US intern and the local hire intern who were working on communications and documentation ended this quarter. Whilst the internship worked successfully, SHARe II does not feel confident in being able to recruit a full time local hire able to handle the entire workload of this position effectively to the required standard and is currently working with JSI Boston to look for another US intern to assist in this area.

### **Titles and Revised Organogram**

Given the number of recent changes to the SHARe II staffing plan, an updated and current organogram is attached to this quarterly report in *Appendix III*.

Some of the staff titles have or are proposed to be changed, particularly those in workplace programs. This is to ensure that SHARe II uses staff titles that are helpful for future opportunities, whilst at the same time are not overly specific so that they can have flexibility to work in other areas of interest and fit in with the cross cutting nature of SHARe II work.

## **Procurement: Vehicles, Equipment, and Supplies**

**Project Vehicles:** SHARe II is seeking quotations for the two additional required vehicles and will request for CO Approval to purchase two additional vehicles in 2013 as soon as accurate cost estimates are known. These are already provided for in the approved SHARe II budget.

**Generator:** The office generator is now connected and in use.

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**VAT Relief for Local Purchases:** SHARe II continues to use the Local Purchase Order (LPO) Book issued by ZRA to obtain VAT relief from local purchases, submitting all its used LPOS and books to ZRA. The system appears to be working except that it does not extend VAT relief to sub-partners. As such, additional VAT costs on most sub-partner purchases are currently unavoidable. USAID guidance on this matter has been requested but in the meantime VAT costs are being incurred by the sub-partners and being charged to the project.

## **Sub-Partners**

### **Local Sub Partners: ZHECT, ZINGO, LEAD-Program Zambia,**

Work carried out under the above sub-partners in accordance with 2013 workplans and sub-grants is ongoing.

### **Former Local Sub Partner: ZARAN**

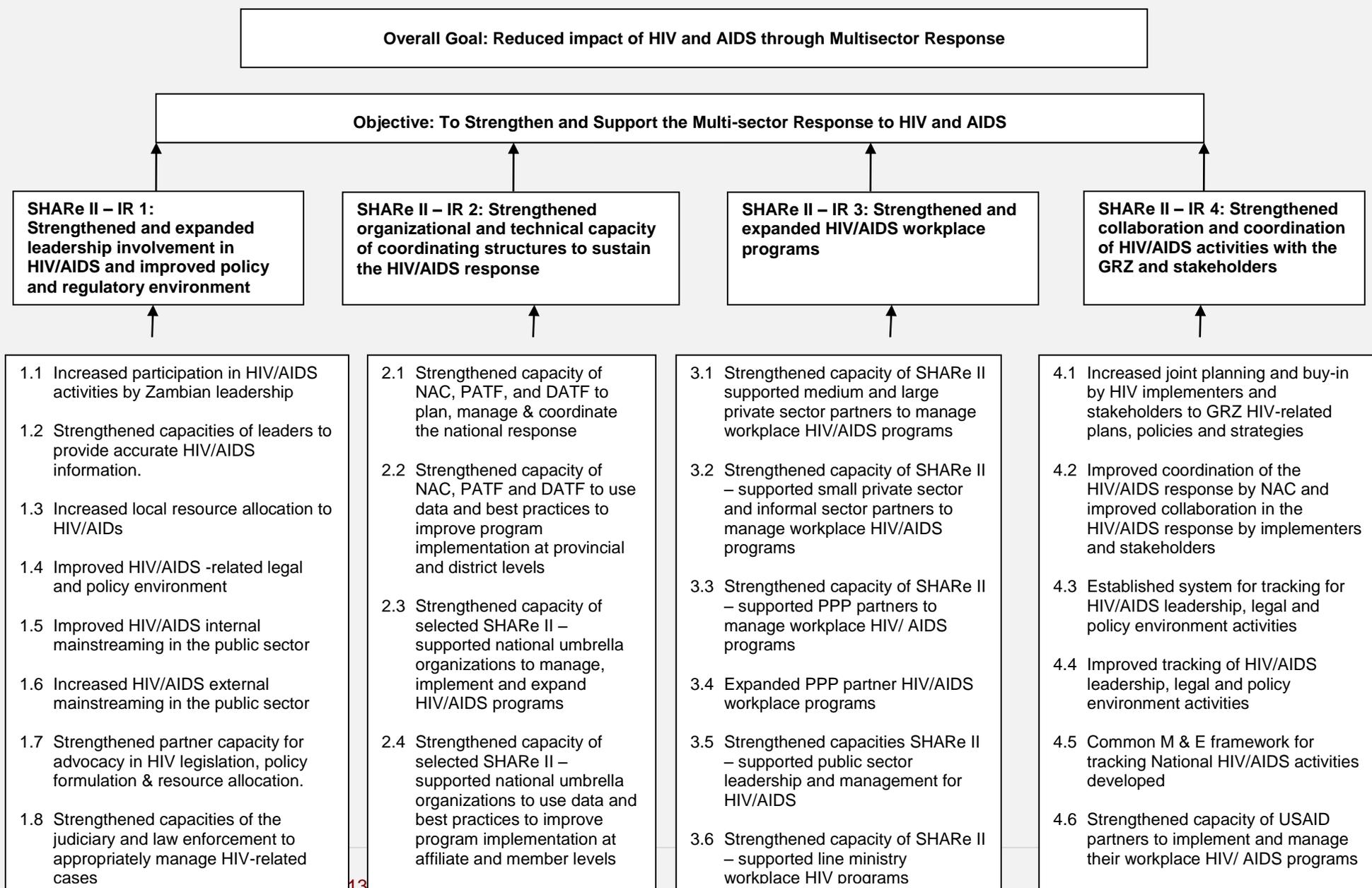
Since ZARAN no longer has an active office, there have been challenges with the effective close-out of the former sub-grant which ended on 31 December 2012. SHARe II is working with former Director of ZARAN to try to obtain all the necessary supporting documentation required.

### **Local Sub-Partner: Livingstone Tourism Association**

SHARe II received COR concurrence to sub-grant to the Livingstone Tourism Association (LTA), and has now signed a grant for the year ended 31 March 2014. Financial Management and systems strengthening training with LTA is ongoing.

## **VII. Appendices**

## Appendix I: SHARe II Results Framework



## Appendix II: The State of SHARe II Focus HIV-Related Laws

Chart Showing Advancement of Key Pieces of Legislation through the Legislative Process from November 2010 to June 2012

		Pieces of Legislation				
Stages in Legislative Process		Employment Act, Cap 268	Deceased Brother's Widow's Marriage Act, Cap 57	Anti-Gender Based Violence Act, No 1/2011	Industrial & Labor Relations Act, Cap 269	Prisons Act, Cap 97
Presidential Assent						
Third Reading						
Report Stage						
Committee Stage						
Second Reading						
First Reading						
Preparation						
Notes:		Sent for Pres. Assent Q1 2012	Prep with CAPAH and others	Bill Passed April 2011	Prep with CAPAH and others	Prep: still internal to SHARe II

## Appendix III: SHARe II Updated Organogram

