

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



### **ANNUAL WORK-PLAN** **Period: January 1, 2011 – December 31, 2011**

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

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## Table of Contents

<b>Acronyms</b> .....	<b>ii</b>
<b>I. Program Overview</b> .....	<b>1</b>
SHARE II Project Purpose.....	1
SHARE II Vision and Mission.....	1
SHARE II Project Goal.....	1
SHARE II Project Objectives .....	2
<i>Objective 1: Strengthen and expand leadership involvement in HIV/AIDS and improve the policy and regulatory environment;</i> .....	2
<i>Objective 2: Strengthen organizational and technical capacity of coordinating structures to sustain the HIV/AIDS response;</i> .....	2
<i>Objective 3: Strengthen and expand HIV/AIDS workplace programs;</i> .....	2
<i>Objective 4: Strengthen collaboration and coordination of HIV/AIDS activities with the GRZ, USG funded partners, and other stakeholders.</i> .....	2
<b>II. Principal Implementation Strategies and Expected Results by End of Project (EOP) by Objective</b> .....	<b>2</b>
Objective 1: Principal Implementation Strategies and Expected EOP Results .....	2
Objective 2: Principal Implementation Strategies and Expected EOP Results .....	4
Objective 3: Principal Implementation Strategies and Expected EOP Results .....	5
Objective 4: Principal Implementation Strategies and Expected EOP Results .....	6
<b>III. Detailed FY11 Activity and Implementation Plan: January 1 – December 31, 2011</b> .....	<b>8</b>
SHARE II Workplan: Building on SHARE Momentum and Successes.....	8
Annual Activity Plan for Objective 1 .....	8
Annual Activity Plan for Objective 2:.....	15
Annual Activity Plan for Objective 3 .....	18
Annual Activity Plan for Objective 4.....	21
Annual Activity Plan for Cross-cutting Project Areas.....	24
<b>IV. Monitoring and Evaluation</b> .....	<b>26</b>
<b>V. Finance and Admin</b> .....	<b>26</b>
Anticipated International Travel for Pre-approval .....	26
Estimated Monthly Funding Requirements during the Upcoming Period of Implementation, through December 2011 .....	27
<b>VI. Reports and Deliverables</b> .....	<b>28</b>
Deliverables Schedule.....	28
Final Report .....	28

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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

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## **I. Program Overview**

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

### ***SHARe II Project Purpose***

The purpose of the SHARe II project is to build upon success, including the work of SHARe I, to support and strengthen the multi-sector response to HIV and AIDS and contribute to the achievement of the USAID/Zambia Mission Strategic Objective 9 (SO9): Reduced impact of HIV/AIDS through Multi-Sector Response. The program will work through strategic coalitions and partnerships with the National AIDS Council (NAC) and other stakeholders to support Zambia's HIV/AIDS response efforts, and contribute towards the attainment of the GRZ'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 HIV/AIDS multi-sectoral response at all levels, through innovative leadership involvement, an improved policy and regulatory environment, effective structures for coordination, collaboration and technical support, and enhanced workplace programs, to reduce the impact of HIV/AIDS in Zambia.

### ***SHARe II Project Goal***

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

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

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

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

**IR9.3 Strengthened capacity of key sectors to mitigate the HIV/AIDS Impact:** Including support to coordinating structures at National, Provincial & District level; and

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

## **SHARe II Project Objectives**

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

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

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

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

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

These objectives are based on the foundation established through SHARe I. An important facet of the SHARe II project is replicate and scale-up achievements from SHARe I.

## **II. Principal Implementation Strategies and Expected Results by End of Project (EOP) by Objective**

### **Objective 1: *Principal Implementation Strategies and Expected EOP Results***

#### **Strengthen and expand leadership involvement in HIV/AIDS and improve the policy and regulatory environment**

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

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## Objective I: Principal Implementation Strategies

SHARe II's principal implementation strategies under Objective 1 are:

*Actively engage and mobilize (catalyze) leadership (MPs, GRZ, Traditional, Religious, PLWA and Other Influential Leaders) to increase participation in HIV/AIDS activities*

- 1 Identify, assess and foster leadership commitment and capability
- 2 Finalize and rollout the HIV/AIDS Leadership Messages Toolkit
- 3 Provide support (including technical assistance, training and small grants) for increased HIV/AIDS advocacy by selected Zambian leaders

*Strengthen the capacity of legal and policy players and entities to formulate and implement HIV-related laws and policies*

- 1 Strengthen the HIV-related legal environment by providing technical leadership and support in legal review and amendment processes, as necessary
- 2 Strengthen and improve the HIV-related policy environment through formation of collaborative partnerships with GRZ and other stakeholders and providing technical assistance
- 3 Support HIV internal and external mainstreaming in the public sector through providing technical support in HIV/AIDS policy review and formulation
- 4 Support advocacy to improve HIV legislation, policy formulation and resource allocation through training support, technical support and support for small grants.
- 5 Capacity building for the judiciary and law enforcement to appropriately manage HIV-related cases through training support and HIV/AIDS mainstreaming support

## Objective 1: Expected Results by EOP

Table 1 below shows the expected SHARe II results by EOP under Objective 1.

**Table 1: Expected SHARe II results under Objective 1 by 2015**

Objective 1: Expected SHARe II Results by 2015
<ul style="list-style-type: none"><li>▪ Standardized HIV leadership talking-points developed and translated into five local languages</li><li>▪ 200 leaders trained in HIV response leadership and advocacy</li><li>▪ 2,000 judiciary and law enforcement officers trained in HIV-related case management</li><li>▪ All public sector ministries have workplace HIV policies that mainstream gender</li><li>▪ 10% of the 32 identified HIV-related pieces of legislation have advanced at least two levels from baseline in the legislation process, and Domestic Violence bill passed</li></ul>

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## **Objective 2: Principal Implementation Strategies and Expected EOP Results**

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

Under this objective, SHARe II will strengthen the capacities of HIV/AIDS coordinating structures in the public and private sectors, selected umbrella civil society organizations and Chiefdoms to coordinate, manage, and implement the national and community-level HIV/AIDS responses. This will be achieved by providing technical assistance - supporting expansion of successful evidence-based interventions developed under SHARe I and elsewhere, use of best practices across sectors, and advising on the most efficient and effective use of resources.

#### **Objective 2: Principal Implementation Strategies**

SHARe II principal implementation strategies under Objective 2 are:

##### *Strengthen the capacity of NAC to coordinate the national response*

1. Strengthen the capacity of NAC to plan, manage and coordinate the national response
2. Support the development/use of tools and guidelines for management and coordination
3. Support the use of data and other best practices to improve program implementation at provincial and district levels

##### *Strengthen the capacity of PATFs and DATFs to coordinate the provincial and district level response*

1. Strengthen the capacity of PATFs and DATFs to plan, manage and coordinate the response through an OCA-certification process
2. Support the development and use of additional tools and guidelines for effective management and coordination
3. Support the PATFs and DATFs TO use of data and best practices to improve program implementation and response coordination at provincial and district levels

##### *Strengthen the capacity of selected civic society organizations (CSOs) to coordinate, manage and implement the national response*

1. Strengthen management systems (finance; M&E; policy; planning; and documentation) of selected national umbrella organizations (such as NZP+, ZINGO) to expand HIV/AIDS programs implemented by their affiliates/members at the provincial and district level
2. Strengthen the capacity of selected CSOs to implement HIV/AIDS programs through an OCA-certification process
3. Support CSO to use data and other best practices to improve program implementation

#### **Objective 2: Expected Results by EOP**

Table 2 below shows the expected SHARe II results by EOP under Objective 2.

Table 2: Expected SHARe II results under Objective 2 by 2015

Objective 2: Expected SHARe II Results by 2015
<ul style="list-style-type: none"><li>▪ 75% assisted organizations demonstrate improved capacity to meet defined performance standards</li><li>▪ 85% individuals trained demonstrate improved capacity to meet defined performance standards</li><li>▪ 50% supported organizations have written and implemented referral networks M&amp;E procedures</li><li>▪ 1,500 individuals trained in HIV-related institutional capacity building</li><li>▪ 150 local organizations provided with HIV-related institutional capacity building</li></ul>

### **Objective 3: Principal Implementation Strategies and Expected EOP Results**

#### **Strengthen and expand HIV/AIDS workplace programs**

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

#### **Objective 3: Principal Implementation Strategies**

SHARe II principal implementation strategies under Objective 3 are:

*Expand and replicate efforts begun in SHARe I in the private sector including small, medium and large-scale businesses, and the informal sector to implement comprehensive workplace HIV/AIDS programs through provision of training support and technical assistance*

1. Support to medium and large private sector workplace programs
2. Support to small private and informal sector workplace HIV programs
3. Support to the tourism HIV Public-Private Partnership

*Expand and replicate efforts begun in SHARe I in the public sector including continued support and expansion to additional line ministries, to implement comprehensive workplace HIV/AIDS programs through provision of training support and technical assistance*

1. Support public sector leadership and management
2. Support line ministry workplace HIV programs

#### **Objective 3: Expected Results by EOP**

Table 3 below shows the expected SHARe II results by end of project under Objective 3.

Table 3: *Expected SHARe II results under Objective 3 by 2015*

<b>Objective 3: Expected SHARe II Results by 2015</b>
<ul style="list-style-type: none"><li>▪ 30% of supported public and private sector workplaces and 12% of informal sector workplaces will have HIV policies and programs with at least one of the four of the critical components</li><li>▪ 10% employees exposed to workplace HIV prevention programs demonstrating a reduction in sexual risk behaviors after 3 years</li><li>▪ 68% employees had HIV testing in the last 12 months and know their HIV status</li><li>▪ 400,000 people reached with workplace programs with at least one of four critical components</li><li>▪ 8,000 individuals reached with individual or small group prevention interventions</li></ul>

## **Objective 4: Principal Implementation Strategies and Expected EOP Results**

### **Strengthen collaboration and coordination of HIV/AIDS activities with the GRZ, USG-funded partners, and other stakeholders**

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

#### **Objective 4: Principal Implementation Strategies**

SHARe II principal implementation strategies under Objective 4 are as follows:

*Support joint planning with and buy-in of programs of HIV implementers and stakeholders to GRZ plans and strategies*

1. Provide technical support to review the National HIV/AIDS Policy
2. Provide technical support to HIV response coordination and technical support

*Facilitate the development of a common M&E framework for national HIV activities.*

1. Obtain consensus from stakeholders on reporting framework for national HIV/AIDS activities such as VCT day and World AIDS Day.
2. Provide technical support for implementation of the reporting framework

*Establish and maintain a mechanism for tracking leadership, legal and policy environment strengthening, coordinating structures strengthening activities*

1. Develop a system and/or database for tracking leadership, legal and policy activities

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2. Maintain tracking system
  3. Identify and train a local entity/partner in management of the tracking system as part of SHARe II sustainability plan for project programs

**Objective 4: Expected Results by EOP**

Table 4 below shows the expected SHARe II results by end of project under Objective 4.

*Table 4: Expected SHARe II results under Objective 4 by 2015*

<b>Objective 4: Expected SHARe II Results by 2015</b>
<ul style="list-style-type: none"><li>▪ 75% planned NAC 'state of the HIV response' updates held</li><li>▪ A common NAC M&amp;E framework for reporting for national HIV activities developed</li><li>▪ A simple tracking system on leadership, legal and policy environment strengthening, and coordinating structures strengthening activities developed and implemented.</li><li>▪ 85% workers in USG-funded bilateral programs report access to a defined menu of comprehensive health services, through workplace programs.</li></ul>

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### **III. Detailed FY11 Activity and Implementation Plan: January 1 – December 31, 2011**

#### ***SHARe II Workplan: Building on SHARe Momentum and Successes***

The SHARe II project will build on the momentum and successes achieved in SHARe and also utilize best practices and lessons learned to facilitate evidence-based and quick start-up of program implementation. The activities outlined in the SHARe II annual workplan are designed to take forward the highly successful strategies and approaches that worked well in SHARe I, focusing on replicating and scaling up those that have been shown to be effective based on evidence.

#### ***Annual Activity Plan for Objective 1***

#### **Strengthen and expand leadership involvement in HIV/AIDS and improve the policy and regulatory environment**

##### **HIV/AIDS Leadership Activities**

A key lesson learned in SHARe I is that effective HIV/AIDS response leaders come from different levels of society (a former President, MPs, Chiefs, artists, musicians, beauty contestants, sportsmen, students etc.) and implementers have to be open to the needs of the populations they serve as well as what is required to support leadership from these different areas of society. Of particular importance is identifying the audience to be reached by each leadership group, and explore what vehicles are most effective and appropriate to deliver the action-oriented messages that achieve the desired change. Many Zambian leaders in a position to champion the fight against HIV and have impact are non-health actors. They must be provided with appropriate messages backed by current science and evidence, in order to ensure correct and consistent messaging. All activities carried out in the HIV/AIDS Leadership area will build on SHARe I Successes, Lessons Learned and Best Practices in HIV/AIDS Leadership. SHARe II activities will take forward these effective interventions and activities to engage both previously identified and newly identified credible and effective leaders, role models and champions from different walks to take the intended HIV/AIDS messages and advocacy issues to their audiences and achieve the desired HIV prevention and health-seeking behaviors. A priority activity for SHARe II is the completion and publication of the HIV/AIDS Leadership messages began under SHARe, including adaption for use by different leadership categories and translation into local languages where feasible and appropriate.

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## Activities to Improve the HIV/AIDS Legal and Policy Environment

A lesson learned through SHARe I's work to improve the HIV/AIDS policy and legal environment is that policy and legal changes often take time to achieve and implement. Forward momentum requires the participation and agreement of many stakeholders and critically, the leadership and participation of GRZ's political and bureaucratic leaders, to be effective and accepted. Our approach and activities in SHARe II take into account this valuable lesson. We will work collaboratively with key stakeholders, and importantly form respectful partnerships with NAC, the MOH or other GRZ counterparts to ensure smooth and effective change-processes and thus, achieve program objectives. SHARe II activities in this area focus on three broad activity groups, building on work began under SHARe I.

- i. *Technical support to codify laws and formulate policies that support PLWHA and those affected by HIV/AIDS and support implementation of a comprehensive HIV/AIDS response:* SHARe II will help identify the specific issues that require legal reform and the laws that need codification and take the lead role in facilitating the process towards enactment, as well as spearheading review of the status of existing legislation and policies processes that have not been completed, and providing technical support to move them forward. This includes working with civil society organizations, PLWH groups and, USG implementers and other advocates to lead advocacy efforts in collaboration with and under the overall leadership of relevant GRZ institutions. Activities in this area include supporting review meetings and stakeholder consultations and providing technical support in drafting documents, as required by the responsible GRZ entity. In providing technical support for HIV-related policy formulation or review SHARe II will take a more active technical assistance role while ensuring that ownership and leadership remains with the GRZ entity that is supporting the policy. SHARe II activities are designed to capitalize on a very strong working relationship with NAC, MOH and MPs to move supportive HIV/AIDS legal and policy processes forward. Activities in this area are closely linked with SHARe II HIV/AIDS Leadership activities, utilizing and supporting HIV/AIDS legal and policy champions within and outside the legislature to raise awareness around topical HIV/AIDS issues such as willful transmission of HIV, GBV and local resource allocation to the national response, to help build a community groundswell for advocacy for HIV laws, policies and action.
- ii. *Provide TA to implement HIV-related laws and policies:* Specific activities will be tailored to the specific law or policy, but in general will include TA in law and policy review, publication and dissemination, as appropriate. Where appropriate SHARe II will also provide technical assistance to NAC to develop tools to track and monitor the implementation of the supported laws and policies.
- iii. *Train legal and law enforcement officers to handle HIV-related cases:* Building on work done under SHARe in this area, SHARe II will expand efforts that provide both in-service and pre-service training of legal and law enforcement officers to appropriately handle HIV-related cases.

Activities will include working with legal and law enforcement training schools to incorporate legal and policy issues related to HIV/AIDS in their curricula to ensure that pre-service officers receive appropriate training in handling HIV-related cases. For in-service legal and law enforcement officers, SHARe II will improve upon and use the HIV/AIDS Reference Materials for Judiciary in Zambia developed and published by SHARe as the basis for training. These materials were developed in collaboration with and have been accepted by the Judiciary in Zambia (with endorsement by the Chief Justice) as the reference materials for HIV/AIDS in Zambia, which will greatly facilitate training activities.

Table 5 below shows the SHARe II Year I (FY 11) annual activities under **Objective 1** – these activities and those that will be carried out in subsequent years will cumulatively contribute towards the achievement of SHARe II expected results and deliverables.

**Table 5: SHARe II Annual Work Plan for Objective 1 - Strengthen and expand leadership involvement in HIV/AIDS and improve the policy and regulatory environment**

Tasks and Sub-Tasks	#	Planned Activities	Timeframe				Responsible: Leadership, Policy and Regulatory Environment (PR&E) unit
			Q1	Q2	Q3	Q4	
<b>SHARe II Task 1: Strengthen and expand leadership and improve the policy and regulatory environment</b>	<b>1.a</b>	Agree to scope of work with NAC, write and sign overarching MOU for all four Tasks			x	x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	<b>1.b</b>	Meet with USAID partners to identify areas of overlap and agree mechanisms for collaboration, across all four Tasks			x	x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	<b>1.c</b>	Write and submit at least 2 success stories or best practices to USAID				x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	<b>1.d</b>	Agree mechanism of collaboration with other key stakeholders including MOH, CAPAH-Zambia, MOJ, GIDD, National Royal Foundation (NRF) and selected Chiefdoms, Public Service Management Division (PSMD), and Zambia Federation of Employers (ZFE)		x	x	x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	<b>1.e</b>	Write, complete and sign MOUs with key stakeholder institutions and organizations (linked to activity 1.d), where appropriate, to clarify roles and guide activity implementation		x	x	x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	<b>1.f</b>	Provide technical support and supervision to ZARAN and ZINGO HIV/AIDS programs under this Task	x	x	x	x	<b>DCOPs – Mutinta, Michael</b>

<b>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 activities</b>	<b>Identify and assess and foster leadership commitment and capability</b>							
	1.1.a	Conduct baseline analysis of HIV/AIDS Leadership capacity and participation					x	<b>DCOPs – Mutinta, Michael</b>
	1.1.b	Identify and select leaders (MPs, traditional, religious, PLWHA and other) to work with, including those identified under SHARe, and provide technical support for improved leadership		x	x	x		<b>DCOPs – Mutinta, Michael</b>
	1.1.c	Identify and collaborate with other implementers providing technical support in the area of HIV/AIDS leadership		x	x	x		<b>DCOPs – Mutinta, Michael</b>
	1.1.d	Identify HIV/AIDS leadership champions and provide technical support					x	<b>DCOPs – Mutinta, Michael</b>
	1.1.e	Conduct HIV/AIDS leadership forums with selected leaders					x	<b>DCOPs – Mutinta, Michael</b>
	1.1.f	Conduct HIV/AIDS social mobilization events with selected leaders					x	<b>DCOPs – Mutinta, Michael</b>
	<b>HIV/AIDS Leadership Messages Toolkit development and roll-out</b>							
	1.1.g	Hold HIV/AIDS Leadership Messages toolkit re-engagement and consensus meeting with NAC and other stakeholders				x	x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	1.1.h	Hold HIV/AIDS Leadership Messages toolkit re-engagement and consensus meeting with the selected leaders who participated in developing and pilot-testing, and obtain final inputs				x	x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	1.1.i	Complete HIV/AIDS Leadership Messages toolkit development and translate into local languages					x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	1.1.j	Produce HIV/AIDS Leadership Messages toolkit in collaboration with USAID partner CSH and other partners					x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	1.1.l	Train selected leaders in use of HIV/AIDS Leadership Messages toolkit					x	<b>DCOPs – Mutinta, Michael</b>

<b>Provide support for increased HIV/AIDS advocacy</b>								
<b>1.1.m</b>	Conduct a literature review on best practices in HIV/AIDS advocacy and advocacy toolkits				x	x	<b>DCOPs – Mutinta, Michael</b>	
<b>1.1.n</b>	Adapt existing advocacy toolkits for increasing HIV/AIDS leadership and advocacy in civil society organizations					x	<b>DCOPs – Mutinta, Michael</b>	
<b>1.1.o</b>	Provide technical support to civil society organizations to increase HIV/AIDS advocacy					x	<b>DCOPs – Mutinta, Michael</b>	
<b>1.1.p</b>	Train leaders in HIV/AIDS leadership and in advocacy and help define leadership platforms					x	<b>DCOPs – Mutinta, Michael</b>	
<b>1.1.p</b>	Provide ongoing technical support to leaders in HIV/AIDS leadership and advocacy					x	<b>DCOPs – Mutinta, Michael</b>	
<b>Sub-Task 1.2: Strengthen the HIV-related legal environment</b>								
<b>Sub-Task 1.2: Strengthen the capacity of legal and policy entities to formulate and implement HIV-related laws and policies</b>	<b>Strengthen the HIV-related legal environment</b>							
	<b>1.2.a</b>	Identify key legal stakeholders, including those identified under SHARE that are still active			x	x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>	
	<b>1.2.b</b>	Hold consultative meetings with partners and stakeholders in the area of HIV-related legislation to agree collaboration mechanisms for moving the identified pieces of HIV-related legislation forward					x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
	<b>1.2.c</b>	Work collaboratively with partners and stakeholders to move the identified selected priority pieces HIV-related legislation in the process towards codification into law					x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
	<b>1.2.d</b>	Develop tracking and monitoring system for tracking progress of the identified pieces HIV-related legislation in the process towards codification ( <i>system will also track leadership, policy and legal, and coordination activities</i> )					x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael M&amp;E Director – Kim</b>

<b>Strengthen and improve the HIV-related policy environment</b>						
<b>1.2.e</b>	Identify key policy stakeholders, including those identified under SHARe that are still active		x	x		<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.f</b>	Conduct baseline scan of HIV-related policy environment and identify policies that impact HIV that need review or formulation		x	x	x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.g</b>	Provide technical support to NAC to review the National HIV/AIDS Policy			x	x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.h</b>	Provide technical assistance towards review/formulation of policies to address GBV and HIV and to address Alcohol and HIV				x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.i</b>	Provide technical assistance towards review/formulation of policies to address alcohol and substance abuse and HIV.	x	x	x	x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.j</b>	Provide technical assistance towards review/formulation of the National Workplace HIV/AIDS policy			x	x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>HIV/AIDS and gender mainstreaming, and human rights</b>						
<b>1.2.l</b>	Support NAC to review and adapt the HIV/AIDS mainstreaming toolkit to include gender and human rights			x	x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.m</b>	Train selected partners in HIV/AIDS and gender mainstreaming and human rights			x	x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.n</b>	Review/develop system for tracking HIV/AIDS and gender mainstreaming for NAC and ministries			x	x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.o</b>	Train line ministries/NAC to use the HIV/AIDS and gender mainstreaming tracking system				x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.p</b>	Provide technical assistance to NAC, Public Sector Management Division (PSMD), and a subset of workplace-focused line ministries in translating policy on HIV/AIDS and gender mainstreaming and human rights into programs to support the multi-sectoral HIV/AIDS response				x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>

<b>Advocacy to improve HIV/AIDS legislation, policy formulation and resource allocation</b>						
<b>1.2.q</b>	Work with Office of the Clerk to engage Parliamentarians in advocacy for an improved policy and legal environment related to HIV/AIDS		x	x	x	<b>DCOPs – Mutinta, Michael</b>
<b>1.2.r</b>	Design and pilot a strategy for engaging Parliamentarians with selected CLCs (Constituency Liaison Committees), linking the DATFs and Chiefs, towards an improved policy and legal environment related to HIV/AIDS				x	<b>DCOPs – Mutinta, Michael</b>
<b>1.2.s</b>	Support capacity building about the government budgeting process for civil society and other leaders to promote advocacy for increased resource allocation for HIV/AIDS				x	<b>DCOPs – Mutinta, Michael</b>
<b>Capacity building for the judiciary and law enforcement to appropriately manage HIV-related cases</b>						
<b>1.2.t</b>	Review and/or re-print HIV/AIDS reference materials for the judiciary in Zambia developed by SHARe			x	x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.u</b>	Revise HIV/AIDS training curriculum materials developed by SHARe for the law enforcement in Zambia to include case management of HIV/AIDS cases				x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.v</b>	Develop HIV/AIDS reference and training materials for handling HIV-related cases for in-service Law Enforcement officers in Zambia				x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.w</b>	Train judiciary and law enforcement officers in HIV-related case management				x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>
<b>1.2.x</b>	Initiate consultative meetings with curriculum development centers and colleges to integrate HIV-related case management into training curricula of Judiciary and Law Enforcement officers				x	<b>Senior Mgr P&amp;RE/ DCOP – TBD, Michael</b>

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## ***Annual Activity Plan for Objective 2:***

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

A critical lesson learned from SHARe I is that public sector and local NGO/CBO partners perform better with tailored, results-oriented institutional capacity building and systems strengthening. The SHARe I project developed an Organizational Capacity Assessment (OCA) tool and process to help public sector institutions (NAC, Line Ministries and other GRZ institutions) and civil society organizations to assess their institutional capacities to implement and carry out their mandates. The OCA tool provides standards for key management components against which institution and organization teams are able to measure their current status and develop action or performance improvement plans to address challenges and, as necessary, seek appropriate technical assistance to improve from outside the institution or organization.

SHARe I supported NAC and its decentralized structures (PATFs and DATFs) to conduct annual OCAs to assess institutional capacities to manage and coordinate the national HIV/AIDS response. Based on OCA results, SHARe also provided technical support for capacity improvement in some areas such as strategic planning and operational planning. SHARe's endline evaluation showed that the overall average capacity to manage and coordinate the HIV/AIDS response for all the 72 DATFs in Zambia was 64% at endline, compared to 25% at baseline. Some DATFs used the OCA process to obtain stakeholder buy-in into DATF plans and programs and the OCA results to broaden the funding base for District HIV/AIDS programs and activities, including resource mobilization from the private sector. Additionally, SHARe I sub-granted to 33 local NGO/FBO/CBO partners to implement programs. While most of them were fairly well-established organizations at start-up, nearly all of them had very weak institutional capacities with no strategic plans or operational plans, and very weak financial, management and M&E systems. Through its coordinating structures, M&E, and Finance and Admin units, SHARe I provided TA to these organizations leading to major improvements in both program implementation and organizational sustainability.

SHARe II implementation strategies and activities build on the OCA best practice, and include providing technical support to implement the OCA process to selected public sector, private sector and civil society partners, as a means to improve management, implementation and coordination of HIV/AIDS activities. For NAC and its decentralized structures, SHARe II activities focus significantly on building the capacity of District AIDS Task Forces (DATFs) to coordinate the HIV/AIDS response, and include mentoring counterpart NAC and PATF staff to implement the OCA process for the DATFs. A key strategy under SHARe I to encourage improvement was to use the DATFs that performed excellently as learning sites for the DATFs that faced performance challenges, to great effect. SHARe II activities incorporate this best practice. SHARe II activities expand on the DATF OCA to include piloting a DATF OCA-certification process, which will be taken to scale if successful. Activities are also aimed at providing support to build

NAC and PATF capacity and systems, based on their own OCA processes. SHARe II strategies and activities also build on SHARe successes, to provide institutional capacity building and systems strengthening to local civil society implementing partners, using the OCA process and results for assessment and improvement respectively.

Table 6 below shows the SHARe II Year I (FY 11) annual activities under **Objective 2** – these activities and those that will be carried out in subsequent years will cumulatively contribute towards the achievement of SHARe II expected results and deliverables.

**Table 6: SHARe II Annual Work Plan for Objective 2 - Strengthen capacity of coordinating structures to sustain the HIV/AIDS response**

Tasks and Sub-Tasks	#	Planned Activities	Timeframe				Responsible: Coordinating Structures (CS) Unit
			Q1	Q2	Q3	Q4	
<b>SHARe II Task 2: Strengthen organizational and technical capacity of coordinating structures to sustain the HIV/AIDS response</b>	<b>2.a</b>	Conduct an environmental scan to identify key stakeholders involved in coordinating structures activities			x		<b>Senior Mgr CS – TBD DCOP - Michael</b>
	<b>2.b</b>	Agree mechanisms for collaboration with other stakeholders to avoid duplication of efforts			x	x	<b>Senior Mgr CS – TBD DCOP - Michael</b>
	<b>2.c</b>	Write and submit at least 2 success stories and/or best practices to USAID			x	x	<b>Senior Mgr CS – TBD</b>
<b>Sub-Task 2.1: Strengthen the capacity of NAC to coordinate the national HIV/AIDS response</b>	<b>2.1.a</b>	Engage NAC to agree detailed scope of work related to this sub-task and obtain concurrence on new methodology for conducting a forward-looking NAC OCA, building on the OCA tool/process used in SHARe			x	x	<b>Senior Mgr CS – TBD DCOP - Michael</b>
	<b>2.1.b</b>	Prepare updated OCA tool and process and obtain NAC concurrence			x	x	<b>Senior Mgr CS – TBD DCOP - Michael</b>
	<b>2.1.c</b>	Collaborate with NAC and others to conduct the NAC OCA which will include costing and resource allocation issues			x	x	<b>Senior Mgr CS – TBD DCOP - Michael</b>
	<b>2.1.d</b>	Provide feedback and recommendations to identify areas of need in NAC structure, systems, and financing				x	<b>Senior Mgr CS – TBD DCOP - Michael</b>
	<b>2.1.e</b>	Provide technical assistance to NAC to address identified management and strategic planning gaps, where feasible				x	<b>Senior Mgr CS – TBD DCOP - Michael</b>

<b>Sub-Task 2.2: Strengthen capacity of PATFs, DATFs to coordinate the provincial and district level response</b>	<b>2.2.a</b>	Engage NAC to agree detailed scope of work related to this sub-task and obtain concurrence on the OCA-Certification process			x	x	<b>Senior Mgr CS – TBD</b>
	<b>2.2.b</b>	Develop, pilot and finalize OCA-Certification process and tools				x	<b>Senior Mgr CS – TBD</b>
	<b>2.2.c</b>	Train and supervise the surveyors in the certification process				x	<b>Senior Mgr CS – TBD</b>
	<b>2.2.d</b>	Implement DATF certification process in selected DATFs and provide technical assistance for improvement where feasible.				x	<b>Senior Mgr CS – TBD</b>
	<b>2.2.e</b>	Prepare and introduce the framework and guidance for strategic planning to DATFs				x	<b>Senior Mgr CS – TBD</b>
	<b>2.2.f</b>	Train the PATFs in strategic planning and operational planning				x	<b>Senior Mgr CS – TBD</b>
	<b>2.2.g</b>	Collaborate with other NAC M&E partners to provide technical support to improve PATF capacity in reporting and using data for decision-making			x	x	<b>Senior Mgr CS – TBD</b>
<b>Sub-Task 2.3: Strengthen the capacity of civil society organizations to coordinate, manage and implement the HIV/AIDS response</b>	<b>2.3.a</b>	Engage selected civil society organizations/traditional structures, agree scope of work and sign MOUs where applicable			x	x	<b>Senior Mgr CS – TBD PLWH Mgr - TBD</b>
	<b>2.3.b</b>	Conduct baseline OCAs for selected civil society organizations			x	x	<b>Senior Mgr CS – TBD</b>
	<b>2.3.c</b>	Support select civil society organizations to use OCA results for resource -mobilization			x	x	<b>Senior Mgr CS – TBD</b>
	<b>2.3.d</b>	Provide capacity building support to selected civil society organizations and Chiefdoms including strategic planning and operational planning and other HIV-related technical capacities				x	<b>Senior Mgr CS – TBD PLWH Mgr - TBD</b>
	<b>2.3.e</b>	Support select Chiefdoms to use strategic and operational plans for resource -mobilization				x	<b>Senior Mgr CS – TBD</b>
	<b>2.3.f</b>	Provide capacity building and technical support to NZP+ including the roll-out of the OCA-Certification process for selected district chapters				x	<b>Senior Mgr CS – TBD PLWH Mgr - TBD</b>

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## **Annual Activity Plan for Objective 3**

### **Strengthen and expand HIV/AIDS workplace programs**

SHARe I carried out Baseline and Endline knowledge, attitude and practice (KAP) surveys and situation analyses to evaluate the outcomes and impact of the implementation of workplace HIV/AIDS programs. The findings from these studies show where the programs achieved desired HIV-related behavior change such as increase in uptake of CT (68.3% of workers had had an HIV test and received their test results at endline compared to 22.5% at baseline) and where challenges in achieving desired behavior change still remain such as very low consistent use of condom both at baseline and at endline (only 26.7% of workers were correctly and consistently using condoms at endline compared to 20.9% at baseline).

These data have informed SHARe II's program strategy and action in this area. For instance, appropriate implementation strategies have been adopted to capitalize on gains already made to further increase CT uptake and to increase correct and consistent use of condoms e.g. scaling-up couple counseling and greater involvement PLHIV in programs through the Positive Action by Workers (PAW) initiative. Other evaluations carried out by SHARe that have informed SHARe II program strategy and activities include the evaluation of the SHARe Gender and Sexuality in HIV/AIDS (GESHA) program which assessed the effectiveness of integrating the gender and sexuality approach into traditional HIV/AIDS programs. The results from the GESHA evaluation show that programs that integrate gender and sexuality are more effective in both generating greater participation in HIV/AIDS programs as well as achieving desired behavior change.

Additionally, 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. 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, defined communities where they draw their worker from. We have incorporated these lessons into the SHARe II workplace HIV/AIDS programs strategy and activities. While workplace HIV/AIDS programs activities still maintain a clear focus and emphasis HIV prevention and linkage to services, we hope integrate 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. Where possible and preferred, SHARe II activities have also included extending workplace HIV/AIDS to outreach communities for workplaces where worker communities are easily defined like the Zambia Police Service who live in police camps and some Tourism HIV/AIDS public-private partnership (PPP) workplaces that draw their workers from defined surrounding communities.

Table 7 below shows the SHARe II Year I (FY 11) annual activities under **Objective 3** – these activities and those that will be carried out in subsequent years will cumulatively contribute towards the achievement of SHARe II expected results and deliverables.

**Table 7: SHARe II Annual Work Plan for Objective 3 - Strengthen and expand HIV/AIDS workplace programs**

Tasks and Sub-Tasks	#	Planned Activities	Timeframe				Responsible: Workplace Programs (WP) Unit
			Q1	Q2	Q3	Q4	
<b>Task 3: Strengthen and expand HIV/AIDS workplace programs</b>	<b>3.a</b>	Define a core package of services to be supported by SHARe II public and private sector workplace programs			x	x	<b>Senior Mgr WPP/ PLWH Mgr/DCOPs/COP – TBD, Mutinta, Michael, Muka</b>
	<b>3.b</b>	Provide training on core package, acceptable standards, monitor and give feedback on benchmarks to workplace programs to ensure quality			x	x	<b>Senior Mgr WPP/ PLWH Mgr - TBD</b>
	<b>3.c</b>	Introduce and scale-up the Gender, Sexuality and HIV/AIDS (GESHA) and PAW programs within public and private sector workplace programs			x	x	<b>Senior Mgr WPP/ PLWH Mgr - TBD</b>
	<b>3.d</b>	Assess and review HIV/AIDS workplace policies and programs for the four newly added ministries, Labor, Works and Supply, GIDD, Justice				x	<b>Senior Mgr WPP – TBD DCOPs – Mutinta, Michael</b>
	<b>3.e</b>	Explore the feasibility for the engagement of the Zambia Federation of Employers (ZFE), the Unions and Labor Ministry in workplace programs		x	x	x	<b>Senior Mgr WPP – TBD DCOPs – Mutinta, Michael</b>
	<b>3.f</b>	Write and submit at least 2 success stories and/or best practices				x	<b>Senior Mgr WPP – TBD</b>
<b>Sub-Task 3.1: Expand and replicate efforts in the private sector including small, medium and large-scale businesses, and the informal sector</b>	<b>3.1.a</b>	Agree scope of work for private sector HIV workplace programs		x	x	x	<b>Senior Mgr WPP - TBD</b>
	<b>3.1.b</b>	Explore feasibility of mainstreaming HIV/AIDS into the plans and programs of the Zambia Federation of Employers (ZFE), Unions and Labor Ministry tripartite for high-level program ownership		x	x		<b>Senior Mgr WPP - TBD</b>
	<b>3.1.c</b>	Provide assistance for increased high-level private sector engagement and participation in workplace HIV/AIDS programs			x	x	<b>Senior Mgr WPP – TBD DCOPs – Mutinta, Michael</b>
		Tailor and implement strategies including core package of services and					

	<b>3.1.d</b>	monitoring and reporting to suit specific sector workplace programs			x	x		<b>Senior Mgr WPP - TBD</b>
	<b>3.1.e</b>	Provide technical support and build capacity for HIV/AIDS mainstreaming in the Tourism HIV/AIDS PPP			x	x		<b>Senior Mgr WPP – TBD DCOP – Mutinta</b>
	<b>3.1.f</b>	Establish and provide technical assistance to the proposed PPP CEOs Forum			x	x		<b>Senior Mgr WPP – TBD DCOP – Mutinta</b>
	<b>3.1.g</b>	Recruit additional Tourism HIV/AIDS PPP members and facilitate the signing of Statement of Collaboration with USG		x	x	x		<b>Senior Mgr WPP - TBD</b>
	<b>3.1.h</b>	Provide technical support and supervision to ZHECT and LEAD Program-Zambia HIV/AIDS workplace programs	x	x	x	x		<b>Senior Mgr WPP – TBD</b>
<b>Sub-Task 3.2: Expand and replicate efforts in the public sector including continued support and expansion to additional line ministries</b>	<b>3.2.a</b>	Agree scope of work with public sector HIV workplace programs and sign MOUs where agreeable and appropriate	x	x				<b>Senior Mgr WPP - TBD</b>
	<b>3.2.b</b>	Support NAC's advocacy with the PSMD and the Inter-Ministerial HIV/AIDS Forum (IMASF) to include HIV/AIDS into the job description for (Focal Point Persons (FPPs) and Peer Educators ( PEs)			x	x	x	<b>Senior Mgr WPP – TBD DCOPs – Mutinta, Michael</b>
	<b>3.2.c</b>	Support NAC to engage the PSMD to advocate for a full time position to coordinate HIV/AIDS programs in each ministry			x	x	x	<b>Senior Mgr WPP – TBD DCOPs – Mutinta, Michael</b>
	<b>3.2d</b>	Support line ministries to tailor and implement strategies including core package of services and monitoring and reporting to suit specific sector workplace programs			x	x	x	<b>Senior Mgr WPP - TBD</b>

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## ***Annual Activity Plan for Objective 4***

### **Strengthen collaboration/coordination of HIV/AIDS activities with GRZ, USG partners, and other stakeholders**

Institutions and organizations with limited resources must have strong and effective management, planning, and coordination skills to ensure efficient use of the available resources. As an under-resourced body, NAC has staffing and resource gaps that affect its capacity to guide the national response, and as a key partner providing support to NAC to strengthen coordination and implementation of the national response, SHARe II keenly aware that lack of consistent resources does hamper NAC's ability to follow through on their strategies and activities. This important lesson learned through SHARe I will guide SHARe II support approaches and activities in this area. As a broad strategy, SHARe II will embed key technical staff to add necessary skills to NAC's human resources, as well as providing senior technical support and mentorship to NAC counterparts. In order that SHARe II activities not only build on existing successes and capacities, but also fit into a broader national HIV response, SHARe II will build on the SHARe I's successes and best practices to foster partnerships with existing and new NAC partners (including USG partners) so that support is additive or multiplicative rather than duplicative, including through pursuing opportunities for joint implementation of activities.

Specifically, SHARe II activities will expand on work began under SHARe I to:

- Improve NAC's national HIV/AIDS response coordination effectiveness and NAC's communication with donors, implementers, GRZ and other players through supporting NAC to host regular stakeholder meetings (2-3 times per year) at the national and sub-national levels to provide updates on the state of the national and local HIV/AIDS responses, respectively, and gather input from participants to help improve performance, with the expected result 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, operational expectations and milestones of NAC in the HIV/AIDS response, and align their policies, strategies, and action plans to NAC through joint planning, and through regular and improved communication.
- Work with other partners to build consensus 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.
- Participate in multi-partner efforts to provide technical support to NAC to build on current efforts to implement a resource tracking system that can undertake regular and comprehensive mapping of activities at every level (national, provincial, district, and community levels) of the national response and use the NASF as baseline to identify technical, programmatic, funding, and geographical gaps and needs, and thus guide the response by GRZ, donors and implementers, and importantly, provide information for current and concise updates on the state of the HIV/AIDS response in Zambia to use to advocate for increased resource allocation by Parliament and GRZ, for the national HIV/AIDS response

- 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
- Collaborate 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; SHARe II will provide technical assistance bringing lessons learned in SHARe I to bear, with the expectation that supported USG partners will fund and manage their own programs.

Table 8 below shows the SHARe II Year I (FY 11) annual activities under **Objective 4** – these activities and those that will be carried out in subsequent years will cumulatively contribute towards the achievement of SHARe II expected results and deliverables.

**Table 8: SHARe II Annual Work Plan for Objective 4 - Strengthen collaboration/coordination of HIV/AIDS activities GRZ, USG partners, & other stakeholders**

Tasks and Sub-Tasks	#	Planned Activities	Timeframe				Responsible: Senior Management
			Q1	Q2	Q3	Q4	
<b>SHARe II Task 4: Strengthen the collaboration of coordination of HIV/AIDS activities with the GRZ, USG funded partners and other stakeholders</b>	4.a	Engage NAC to agree scope of work, including options for involving the MOH			x	x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	4.b	Write and sign overarching MOU for all four SHARe II Tasks			x	x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	4.c	With NAC, develop effective coordination strategies with key stakeholders and partners (Ministry of Justice, GIDD, private sector, PLWH representatives, relevant Parliamentary Committees, etc.)			x	x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
<b>Sub-Task 4.1: Support joint planning and buy-in to GRZ plans and strategies by HIV program implementers and stakeholders</b>	4.1a	Obtain buy-in from NAC to activity-plan specific for this Sub-Task		x	x		<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	4.1b	Provide technical support to NAC's joint national and sub-national planning			x	x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	4.1c	Support NAC to host "state of the HIV/AIDS response" technical and update meetings with stakeholders				x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
	4.1d	With NAC, engage relevant partners in resource tracking, including system review, updating, and implementation				x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>

	4.1e	Support NAC to develop an advocacy plan for increased resource allocation by GRZ for HIV/AIDS				x	<b>DCOPs/COP – Mutinta, Michael, Muka</b>
<b>Sub-Task 4.2: Facilitate the development of a common M&amp;E framework for national HIV activities</b>	4.2a	Develop M&E framework for reporting national HIV/AIDS events in collaboration with NAC and partners			x	x	<b>DCOPs/M&amp;E Director – Michael, Mutinta, Kim</b>
	4.2b	Provide technical support to NAC to manage and update the M&E framework for national HIV/AIDS events reporting			x	x	<b>DCOPs/M&amp;E Director – Michael, Mutinta, Kim</b>
<b>Sub-Task 4.3: Establish and maintain a mechanism for tracking leadership, legal and policy environment strengthening, coordinating structures strengthening activities</b>	4.3a	Review current tracking and reporting systems for leadership, policy and legal environment and coordinating structures strengthening		x	x	x	<b>DCOPs/M&amp;E Director – Michael, Mutinta, Kim</b>
	4.3b	Develop tracking system for leadership, policy and legal environment and coordinating structures strengthening activities			x	x	<b>DCOPs/M&amp;E Director – Michael, Mutinta, Kim</b>
	4.3c	Implement tracking system for leadership, policy and legal environment and coordinating structures strengthening activities in the project				x	<b>DCOPs/M&amp;E Director – Michael, Mutinta, Kim</b>
<b>Sub-Task 4.4: Collaborate with USG-funded programs on workplace wellness programs</b>	4.4a	Engage USAID partners to assess current workplace HIV/AIDS and wellness programs			x	x	<b>Manager PLWH – TBD Senior Manager WPP – TBD</b>
	4.4b	Provide technical support to USAID partners to implement workplace HIV and wellness programs			x	x	<b>Manager PLWH – TBD Senior Manager WPP – TBD</b>

## Annual Activity Plan for Cross-cutting Project Areas

### Support Services – COP, Finance and Administration, and Monitoring and Evaluation (M&E)

Table 9: SHARe II Annual Work Plan for cross-cutting/support project areas

Support Service Area	#	Planned Activities	Timeframe				Responsible: Senior Management
			Q1	Q2	Q3	Q4	
Program Management Coordination	5.a	Plan activities and agree Year 1 scopes of work with local partners LEAD, ZARAN, ZINGO, ZHECT	x	x			FA/DCOPs/COP – Lou, Mutinta, Michael, Muka
	5.b	Work closely and collaboratively with local partners LEAD, ZARAN, ZINGO, ZHECT to carry out activities	x	x	x	x	FA/DCOPs/COP – Lou, Mutinta, Michael, Muka
	5.c	Agree to scope of work with NAC, write and sign overarching MOU for all four Tasks			x	x	DCOPs/COP – Mutinta, Michael, Muka
	5.d	Meet with USAID partners to identify areas of overlap and agree mechanisms for collaboration, across all four Tasks		x	x	x	DCOPs/COP – Mutinta, Michael, Muka
	5.e	Identify other local implementing partners, agree Year 1 scopes of work and work collaboratively to implement activities			x	x	FA/DCOPs/COP – Lou, Mutinta, Michael, Muka
	5.f	Hold monthly technical updates for SHARe II partners to support technical excellence and quality					
Monitoring and Evaluation (M&E)	5.f	Develop and submit SHARe II M&E Plan	x				M&E – Kim
	5.g	Design SHARe II M&E system		x	x	x	M&E – Kim
	5.h	Manage and maintain SHARe II M&E system			x	x	M&E – Kim
	5.i	Design SHARe II baseline study incorporating aspects from all four Tasks		x	x	x	M&E – Kim

	<b>5.j</b>	Pretest baseline study research instruments			x	x	<b>M&amp;E – Kim</b>
	<b>5.k</b>	Baseline study data collection, entry, and analysis			x	x	<b>M&amp;E – Kim</b>
	<b>5.l</b>	Baseline study report writing, publication and dissemination				x	<b>M&amp;E – Kim</b>
	<b>5.m</b>	Analyze data from alcohol situation analysis to inform policy development		x	x	x	<b>DCOP/Tech – Michael</b> <b>M&amp;E – Kim</b>
	<b>5.n</b>	Alcohol situation analysis report writing, publication and dissemination			x	x	<b>DCOP/Tech – Michael</b> <b>M&amp;E – Kim</b>
	<b>5.o</b>	Develop and implement tracking system for leadership, policy and legal environment and coordinating structures strengthening activities			x	x	<b>DCOP/Tech – Michael</b> <b>M&amp;E – Kim</b>
	<b>5.p</b>	Write and submit at least six success stories and/or best practices to USAID		x	x	x	<b>M&amp;E/COP– Kim/Muka</b>
<b>Finance and Admin (FA) and COP</b>	<b>5.q</b>	Set up project offices and open bank accounts	x	x			<b>FA – Louise</b>
	<b>5.r</b>	Write job adverts and advertize staff positions	x	x			<b>FA/COP – Louise/Muka</b>
	<b>5.s</b>	Shortlist, conduct interviews and hire staff	x	x			<b>FA/COP – Louise/Muka</b>
	<b>5.t</b>	Procure office equipment, furniture and vehicles	x	x			<b>FA – Louise</b>
	<b>5.u</b>	Manage local partners pre-funding start-up processes	x	x			<b>FA – Louise</b>
	<b>5.v</b>	Conduct local partner (LEAD, ZARAN, ZINGO, ZHECT) pre-funding FA systems assessments	x	x			<b>FA – Louise</b>
	<b>5.w</b>	Sub-grant to partners (LEAD, ZARAN, ZINGO, ZHECT) and provide ongoing FA oversight	x	x	x	x	<b>FA – Louise</b>
	<b>5.x</b>	Sub-grant to other local partners (to be identified) and provide ongoing FA oversight			x	x	<b>FA – Louise</b>

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## **IV. Monitoring and Evaluation (*a more comprehensive M&E Plan has been submitted to USAID*)**

As earlier indicated, the SHARe II project's long term goal is reduce the impact of the HIV/AIDS epidemic on Zambians through contributing to the achievement of four USAID/Zambia SO9 Intermediate Results: (1) Reduced transmission of HIV (2) Improved Care and Support for People living/affected by HIV/AIDS (3) Strengthened capacity of key sectors to mitigate the HIV/AIDS Impact, and (4) Improved policy and regulatory environment.

SHARe II's monitoring and evaluation (M&E) system will be used to continuously inform USAID, program beneficiaries and other key stakeholders on progress towards achieving the objectives through implementation of annual activity plans. The M&E system will ultimately be used to indicate the impact that the project is having on the intended population. Building on the lessons learned from SHARe, the M&E staff will be integrated into the technical teams to create a culture where monitoring and evaluation is integral to the technical strategy as well as to daily implementation of activities. This will ensure that progress made towards project targets are reviewed by both internal SHARe II staff and external feedback with all relevant partners takes place.

The SHARe II program activities will be continuously monitored and evaluated through the collection of both output and outcome indicators. To minimize burden, whenever possible, process monitoring and outputs will be conducted through self-administered tools which will generate many key outputs such as number of individuals reached, number of trainings conducted and number of people trained, and number of institutions provided with technical support. Evaluation will focus on measuring project outcomes, including in the areas of policy adoption and implementation, local resource allocation to the HIV/AIDS response, HIV/AIDS leadership and advocacy, coordination of the HIV/AIDS response and levels of worker absenteeism related to HIV/AIDS. Data will be collected and tracked in the SHARe II performance-monitoring database, which will have a series of reports that can be run by any of the SHARe II staff to compare progress made towards an indicator target. The SHARe II M&E Plan has been submitted to USAID and provides a more detailed description of the project M&E system, indicators and deliverables.

## **V. Finance and Admin**

### ***Anticipated International Travel for Pre-approval***

We are submitting the following anticipated international travel requests for SHARe II for pre-approval:

*Table 10: Planned International Travel for FY11 for Pre-approval*

#	From - To	Who	Dates (2011)	Reason/Justification
1	Boston – Lusaka	TBD	July 3 – 9	STTA from SHARe II partner Initiatives Inc. on Implementation of a OCA-Certification process for DATFs
2	Lusaka – Boston	Michael Chanda	July 16 -23	DCOP Orientation at JSI/Boston
3	Boston - Lusaka	Deirdre Rogers	July 25 – August 5	STTA from JSI/Boston on M&E baseline surveys and studies
4	Boston Lusaka	TBD	July 25 – August 5	STTA from SHARe II partner Initiatives Inc. on expanded NAC OCA
5	Lusaka - Accra	Kim Watson Peter Chungulo	September 14 - 18	Attend JSI M&E Conference in Accra Ghana
6	Boston – Lusaka	Andrew Fullem	October 1 - 8	SHARe II staff orientation and home office support
7	Lusaka – Boston	Muka Chikuba	October 15 – November 15	COP orientation-managing contracts and renewal of US Permanent Resident Advance Parole
8	Lusaka – Addis Ababa	TBD (3)	December 4-9	Attend ICASA conference
9	Lusaka – Boston	Kim Watson Keith Masters	December 14 – January 14	R&R

### ***Estimated Monthly Funding Requirements during the Upcoming Period of Implementation, through December 2011***

*Table 11: Estimated costs and average burn rate for the year: January 1 – December 31, 2010*

Estimated Costs	US\$
Estimated Average Burn Rate 1 January - 31 December 2011	\$ 435,000

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## VI. Reports and Deliverables

### *Deliverables Schedule*

As per the Contract, SHARe II will compile and submit deliverables to USAID as follows:

**Table 12: SHARe II Deliverable schedule**

	<b>Deliverable</b>	<b>Due Dates</b>
1.	Annual Workplans	15 December, 2010 – 2015
2.	Estimated Average Burn Rate 1 January - 31 December 2011	30 October, 30 January, 30 April, 30 July
3.	Quarterly Progress Reports	30 October, 30 January, 30 April, 30 July
4.	Semi-Annual Progress Reports	30 April, 2011 – 2015
5.	Annual Progress Reports	30 October, 2011 – 2015
6.	Annual Country Operational Plans (COPS)	30 September 2011 – 2015
7.	Project Final Report	30 October, 2015
8.	Project Performance Monitoring and Evaluation Plan	15 February, 2011
9.	Quarterly Financial Report (SF 425)	30 October, 30 January, 30 April, 30 July
10.	Semi-Annual and Annual progress reports against approved indicators	30 April & October, 2010 – 2015

### *Final Report*

The final report is due in February 2016