

# **Monitoring and Evaluation Framework 2005-2008**

**Managing HIV and AIDS in the  
Workplace**

**STOP AIDS NOW! Project – Uganda - November 2005**

## Colophon

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STOP AIDS NOW!  
Keizersgracht 390  
1016 GB Amsterdam – The Netherlands

Written by Spencer Birungi, Project Coordinator,  
SAN! Project Uganda, [spencer@acord.or.ug](mailto:spencer@acord.or.ug)

Part of STOP AIDS NOW! Development Project  
Managing HIV and AIDS at the Workplace  
Chair: Anny Peters, Oxfam Novib Netherlands  
Project Coordinator: Yvette Fleming, STOP AIDS NOW!

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## Acronyms

AIC	AIDS Information Centre
ACORD	Agency for Co-operation in Development
AIDS	Acquired Immunodeficiency Syndrome
AIM	AIDS/HIV Integrated District Programme
ART	Anti retroviral therapy
ARV	Anti-Retroviral
BCC	Behaviour Change and Communication
CBOs	Community Based Organisations
CDC	Centre for Disease Control and Prevention
CDRN	Community Development Resource Network
DDHS	Director District Health Service
LPG	Local Project Group
DHS	Demographic and Health Survey
SAN	STOP AIDS Now
DRI	District Response Initiative
FBOs	Faith Based Organisations
FGDs	Focus Group Discussions
GOU	Government of Uganda
HA	HIV/AIDS
HIV	Human Immunodeficiency Virus
HNU	Health Need Uganda
IEC	Information Education and Communication
IGAs	Income Generating Activities
M&E	Monitoring and Evaluation
MOH	Ministry Of Health
NA	Needs assessment
NGOs	Non Governmental Organisations
OI	Oxfam International
NAFOPHANU	National Forum for People Living HIV/AIDS Network in Uganda
OVC	Orphans and Vulnerable Children.
PHAs	People Living With HIV and AIDS
PMTCT	Prevention of Mother to Child Transmission
SA	Situational Analysis
NA	Needs Assessment
STI	Sexually Transmitted Infections
T&CB	Training and Capacity Building
TA	Technical Assistance
TASO	The AIDS Support Organisation
TB	Tuberculosis
TOT	Training of Trainers
TTP	Tri appetite Training Program
UCS	Uganda catholic Secretariat
UACP	Uganda AIDS Control Project
USAID	United States Agency for International Development
VCT	Voluntary Counselling and Testing

## Glossary

**Access:** ability to obtain needed services from identified facilities on regular and consistent schedule.

**Advocacy—**Organized efforts to influence policy, leadership and opinion at various levels of action on workplace policy response.

**AIDS Competence—**The ability of non-governmental organizations at all levels to recognize the reality of HIV/AIDS, to analyze how it affects life at work place and take action to prevent its spread, access to treatment of PLWHAs and families affected by AIDS.

**Civil Society Organization –**Any Non Governmental organization

**Comprehensive Care and Treatment—**A holistic approach to care for PLWHAs that involves clinical management, treatment of opportunistic infections, nursing care, and psychosocial support.

**Co-ordination—**A process of facilitation, communication, sharing, planning and monitoring of resources, risks and rewards for purposes of efficiency and effectiveness in scaling up all efforts in response to the HIV/AIDS in the workplace.

**Expected results:** project outcomes

**Health Facility:** any public, private or NGO setting that provides medical services.

**Home-based care:** clinical and non-clinical palliative care support provided to people living with HIV/AIDS within their home.

**Local Project group:** Local structure that oversees and guides the implementation of the SAN! Project in Uganda

**Integrated:** HIV/AIDS prevention, care and support services, which are planned, implemented and monitored in a coordinated manner.

**Mainstreaming—**Adapting an organization's core business to cope with the realities of HIV/AIDS within the workplace environment.

**Organization partnership:** A practice of involving project beneficiary organizations in the planning, implementation and M&E of HIV and AIDS workplace policy activities.

**Participating Organization:** Organizations funded by the Dutch Co-funding agencies under the SAN! initiative.

**Policy:** Guidelines that show commitments of what the participating organization is planning or intending to do

**Project Coordination –** is defined by functional areas including; capacity building to organizations, work plans, reports, level of networking, drawing budgets, participation in decision making, attending national and international AIDS events.

**Social support:** counselling, social services, economic assistance and end of life planning provided to people living with HIV/AIDS and their families

Support-supervision: Routine visits carried out by the project team to build capacity of the focal point person and support the organization in implementing workplace policy programs

VCT centre: any public, private or NGO setting that has facilities, trained staff, and materials necessary to provide VCT.

## 1. Introduction

This framework describes approaches to collect data, and report on progress towards the development and implementation of HIV and AIDS workplace policy program among the SAN! project participating organizations (NGOs). This pilot project was initiated in June 2005 with 76 SAN! partner organizations and is for a three year period up to the end of 2008. The project objective is to contribute to the reduced spread and better management of HIV and AIDS in the workplace among the participating NGOs in Uganda. This involves discussion with organizations and conducting activities such as baseline survey, skill building workshops for developing workplace policies, training of peer educators, support supervision, operation research and creation of the local structure to oversee the implementation. The project monitoring and evaluation framework should be used in conjunction with the strategic plan. The M&E framework is not formulated to meet all individual organization M&E needs related to HIV and AIDS response, but instead designed to collate and capture activities related to the SAN! project on managing HIV and AIDS in the workplace.

### 1.1 Background to STOP AIDS NOW! and Oxfam International

In recognition of addressing HIV and AIDS as a major workplace issue, STOP AIDS NOW! And Oxfam International initiated a project with counterparts in Uganda. SAN! is a partnership between four Dutch Co-Funding Agencies – Hivos, ICCO, Memisa (Cordaid) and Oxfam Novib, and Aids Fund established in 2000. The mission of this partnership is “working together towards a world without AIDS”. Oxfam International (OI) is a confederation of 12 International NGOs, working together with the mission of reducing poverty and social economic injustices. Oxfam GB and Oxfam Novib are the two Oxfam affiliates working in Uganda.

### 1.2 Project rationale

Because of the complexity of HIV and AIDS within the workplace context and the potential for discrimination due to misinformation that continues to exist, it is necessary that NGO's develop a HIV and AIDS workplace policy. A comprehensive HIV and AIDS workplace policy defines an organization's position and practices for preventing HIV transmission and for handling HIV infection among staff. The policy provides guidance for employers and employees on how to deal with HIV and AIDS at workplace and informs staff about their responsibilities, rights, benefits and expected behaviour towards fellow employees. A safe working environment that does not tolerate discrimination and openly supports HIV/AIDS prevention efforts will help reduce the stigma surrounding HIV and AIDS and should preferably be incorporated in human resource management strategies. However, an HIV and AIDS workplace policy is not there to please staff and clearly states what the organization will not be in position to provide.

### 1.3 SAN! project goal

The project goal is to contribute to the reduced spread and better management of HIV and AIDS in the workplaces among participating organizations in Uganda.

#### Project specific objectives

- Build capacity of organizations in increasing understanding, ownership and better practices in managing of HIV and AIDS in the workplace
- Support the participating organizations to develop and implement comprehensive HIV and AIDS policies
- Develop a local structures to enforce the linking and learning and scale up of managing HIV and AIDS in the workplace
- Establish collaboration and advocacy at a country level in regard to resource mobilization, information sharing and advocacy on key HIV and AIDS workplace policy issues

## SAN! project core activities

The project will support SAN! partner organisations in the process of developing and implementing a workplace policy, define how to access HIV and AIDS resources and services when needed, coordinate learning events, trainings, adoption, development and dissemination of policy and programming guidelines. This will be done through sensitisations, lobbying, networking and negotiating with participating organizations. The project will facilitate linkages between participating organizations and operational researchers, knowledge management, linking and joint learning. This will be translated into cost such as; human resource requirements (coordination and programme implementation), communication costs (capturing events, communicating learning, monitoring, research, writing best practices). The primary task of the project is to build the capacity, strengthen and support efforts of 76 organizations in developing and implementing workplace policy programs. The activities that SAN! project will focus on in this regard are:

- Conducting baseline survey
- Consulting with stakeholders to enrich the development of good donorship guidelines
- Disseminating the good donorship guidelines to partner organizations
- Developing the project M&E framework
- Developing guidelines for implementing workplace policy programs
- Technical support to partner organisations on how to develop and implement workplace policy programs
- Conducting capacity building workshops on issues related to workplace policy development and implementation
- Supporting organisations to develop their own workplace policies
- Participating in organisations' workplace program activities
- Reviewing organizations workplace policies
- Defining roles for focal point persons in organizations
- Training workplace HIV and AIDS peer educators
- Leadership trainings on managing HIV and AIDS at the workplace
- Carrying out operation research among participating organizations and disseminating the findings
- Developing an information data base system for information management
- Strengthening knowledge management (planning and implementation of monitoring & evaluation, reports)
- Involving and organising Local Project Group committee meetings
- Selecting and building capacity of lead organizations to undertake their expected role
- Promoting voluntary counselling and testing (VCT) for staff and their families
- Promotion of access to HIV information for prevention
- Developing mechanisms on how to access treatment, care and support to staff and their families
- Identifying referrals at the local level where staff and their dependants can access key services
- Advocating for a code of conduct that promotes access to treatment and fights stigma and discrimination
- Participating in national and international HIV and AIDS events
- Networking with local, regional and international development organizations and stakeholders like government, federations, unions and others in the area of HIV and AIDS response
- Identifying the like minded partners for collaboration
- Organising regular stakeholders meetings
- Participating in efforts to lobbying for resources at the national level to support workplace policy programs
- Developing advocacy plans in line with the project objectives
- Documenting and sharing the project best practices

## 2. Why an M&E framework

The M&E framework is to provide guidance how to generate and collect data that will enable monitoring of progress and informed decision making in the implementation of interventions in line with the SAN! project strategic plan for managing HIV and AIDS in the workplace.

The specific objectives are:

- To provide guidance on the implementation of SAN! project planned activities as well as those of its participating organizations
- To monitor progress on the implementation of SAN! project planned activities and those of participating organizations
- To uniform the generated data within the participating NGOs to fill the project information data base
- To strengthen capacity of SAN! project and participating NGOs to collect and use relevant data in future planning of HIV and AIDS workplace interventions.
- To document and report on SAN! project contribution to the development, implementation and promotion of workplace policy programs among participating organizations.

### 2.1 Strategic approaches

The implementations of the M&E framework will be done in a participatory manner by building on the existing skills of individual organizations. The approach of SAN! project, Uganda is to work with the network of participating organizations, the LPG, relevant Government departments and other development partners to ensure that SAN! partner organizations establish workplace policy programs. A local project coordinator who works in contact with the SAN! coordinator based in the Netherlands leads the project on behalf of the LPG committee and is hosted by ACORD-HASAP- Uganda. In particular, the LPG committee that represents the participating organization on this project oversees the implementation process.

In light of the above considerations, the overall approach to monitoring and evaluation of the SAN! project shall remain the timely capture and measurement of objectively verifiable indicators (OVIs) and data that demonstrate that implementation of planned and agreed activities is on course. Indicators have been developed to track the extent to which project inputs apply to the project objectives in the course of implementation. However, these will be tracked through continuous monitoring, technical support and supervision visits as well as lead organizations monthly reports on the indicators and other data sources.

### 2.2 Critical assumptions

The critical assumptions essential for the successful completion of SAN! project is that:

- Political stability is maintained in the country and districts;
- Participating organisations remain willing to participate in the project;
- Favourable national HIV and AIDS policies related to prevention and all forms of stigma and discrimination;
- The international and local partners consistently agree to work actively together;
- The effective collaboration with the other development partners including Government is maintained;
- Continuation of appropriate funding to the SAN! project;
- The lead organizations fulfil their roles as per the MoUs;
- Staff will be involved in workplace policy programs and allowed to articulate their needs;
- Family members will be allowed to access benefits from the workplace policy programs;
- NGO capacity to implement will continue to increase and be sustained;
- Stigma and discrimination will be comprehensively addressed by the policy programs
- Participating organizations will commit time and other resources to implement their policies
- No radical changes in the design of SAN! project are implemented during the period under consideration or, that no disruptions that shorten or reduce the time frame of the project occur.

### 2.3 Coordination of M&E framework

- SAN! project coordination level

The project coordinator shall have overall responsibility for the successful implementation of the monitoring and evaluation framework. SAN! project will develop guidelines and provide oversight on M&E to all stakeholders and will conduct capacity building training activities. The first step is the roll out of the M&E framework together with the strategic framework and this will help to link implementation to monitoring. The stakeholders (NGOs, applied research) will then link the M&E framework to their activity plans and this will promote adherence, data uniformity, coordination and clarify on reporting responsibilities. The SAN! project will give half yearly reports to the LPG Committee. SAN! project will carry out quarterly support supervision visits to NGOs and other development partners as per the specified regions. These visits will be the basis for data collection and quarterly reports both for SAN! project coordination office and the lead organizations in compiling the annual report.

- Coordination of M&E frame work at regional level

The lead organizations in the region will select HIV and AIDS focal person who will technically support and guide the NGOs within that region. The HIV and AIDS focal point person will visit the NGOs and provide M&E guidance. Lead organizations will visit or hold quarterly meetings for all project participating organizations to harmonize the data collection and reporting (most likely this will involve the development of web based sheets that individual partner NGO need to fill quarterly and can be supported by the lead organization and the SAN! project coordination office). The visit will also identify areas of support, define the activities to be reported on according to verifiable indicators and agree when to report. The will help avoid duplication and overload on the coordination office as regards to capacity building and core support. The HIV and AIDS contact person within the individual participating organization will be responsible for day-to-day tracking and documenting how workplace policy programs are being managed and reporting. In this regard HIV and AIDS workplace policy program data will be part of the information database system for SAN! project.

- Coordination of M&E with the applied research team

The applied research will be ongoing and aimed at documenting the process of implementation and good practice. The research team shall in addition monitor and evaluate at different levels of the project and this is of great value to the process of implementation at all levels of operation. As required, the project coordinator will provide support and access to generated data in order to accomplish their tasks.

### 2.4 Coordination of M&E data dissemination

SAN! project will half a year compile the quarterly generated data on the project implementation progress and provides an annual report on the status of the project. This report will be disseminated through LPG committee meetings, donors' conferences and directors meetings. The purpose of this dissemination to the monitoring and evaluation strategy will be to:

- Share the data and information on HIV/AIDS workplace programs for planning process;
- Give feedback on the efforts and resources committed to workplace response and highlight issues that require intervention
- Increase commitment by donors and development partners to the workplace policy.

### 2.5 M&E reporting levels

Since all participating organizations are known and operating in a particular region and all focussing on HIV and AIDS workplace policy programs, there will be four levels of reporting. While the two levels of reporting consider information generated as a result of developing and implementing workplace policy programs, the third and fourth levels will consider information from the two levels in addition to applied research.

- First level: At the organization level, each will generate relevant information based on project indicators for monitoring workplace policy program activities. A standard format will be developed with the organizations to summarize only that information required for the second level reporting. This will be in addition guided by the information data base system developed by SAN! Project.

- Second Level -Lead organization level- the lead organization will use a standardized form to summarize the information from the different participating organizations as well as observation made during support-supervision visits and forward it to the SAN! Coordination office.
- Third level -SAN! Project Coordination office will ensure coordination from the lower levels, HIV and AIDS networks and applied research to provide information on overall project coverage and provide data to SAN! Netherlands.
- Fourth level -SAN! Netherlands will then be responsible for overall dissemination of the M&E information to relevant partners.

## 2.6 Data collection for M&E

The SAN! Project will work with relevant stakeholders to collect data for M&E at the different levels. To ensure complete and timely reporting, it will be necessary to build capacity (skills, logistics and infrastructure) necessary on monitoring and evaluation at the lead organizations levels and to some extent the participating organizations. Where necessary, data shall be collected on an ad hoc basis to supplement routine sources. The existing data sources will include:

- Project surveys
- End of project reports
- Workplace policy development training reports
- Support-supervision checklist to organizations.
- Project information database
- Project financial records
- Lead organization quarterly reports
- Mid-term review
- Operation research study
- Project process reports

### 3. Monitoring and Evaluation Matrix

The matrix highlights the envisaged M&E activities, expected results, indicators for the specific workplace policy interventions, means of verifications, sources of data to generate the information, data collection methods, submission frequency and ways of dissemination.

SAN! project goal: reduced spread and better management of HIV and AIDS issues in the workplace among partner organizations in Uganda								
Strategic output 1: capacity of 76 participating NGOs built to increase their understanding, ownership and practices in managing HIV and AIDS at the workplace by June 2008								
Activities	Expected Results	Indicators of achievement	Sources	Collection method(s)	Who	When	Data analysis	Dissemination
-Implementing the good donorship guidelines	-Increased dialogue between donors and partners	- Good Donorship Guidelines used by participating organisations in developing WPP	-WPP development reports	-Documents review	PO PC LA PM	Annually	Comparisons	Progress and annual project reports
-Disseminating Good Donor ship Guidelines among staff in participating organizations	-67% of staff in organizations with increased knowledge and understanding of Good Donorship Guidelines	-Number of staff at different levels aware of the existence and use of the Guidelines	-Partner progressive reports -Mid-term review reports	-Documents review -Interviews with staff	PO PC LA PM	Annually	Manual	Reports
		-Number of organizations with a WPP that is funded within SAN! Partnership	-Funding agreements -Mid-term review reports	-Documents review	PO PC LA PM	Annually	Manual	Reports
-Implementing a tool for WPP budgeting	-67% of partner organizations. with improved quality of the WPP budgets	-Number of organizations with clear budgets for workplace programmes	-Work Place Policies Periodic financial reports	-Documents review -Interviews with finance officers	PO PC	Bi-annually	Comparisons	WPP review bi-annual Project Reports

Activities	Expected Results	Indicators of achievement	Sources	Collection method(s)	Who	When	Data analysis	Dissemination
-Organizing skills building workshops to raise awareness among staff on the impact of HIV and AIDS	-Proportion of staff with increased understanding of the impact of HIV/AIDS on their organization	- Hours assigned to human resources (focal point person) to the task	-Job descriptions -staff -mid-term review reports	-Review of JD -Reviews -Interviews	PC LA	Quarterly	Content analysis	Reports Consultative meetings
		- Improved engagement of staff of PO in HIV/AIDS awareness, prevention and care activities	-Progressive reports -mid-term review reports -staff	-Interviews -Reviews				
-Conducting technical support visits		-Number of technical support visits made to each organization	-Mentoring visit reports	-Review of mentoring visit reports	PC LA PM	Quarterly	Manual	Quarterly Visit reports
-Conducting assessment exercises	-Increased appreciation to deal with HIV/AIDS at organization and individual levels among staff	-Assessment reports available	-Assessment reports	-Review of assessment report	PC LA PM	Annual	Manual	Dissemination workshops
		-Assessment results disseminated to PO	-List of participants during the dissemination exercise			Annual	Manual	Dissemination workshops
-Staff orientation on the importance of the Workplace policy	67% of PO with increased interest and activism among staff to participate in HIV/AIDS work place programme activities	-Number of staff of 67% PO oriented on the importance of the policy	-Training and workshop attendance lists Staff	-Review of attendance lists -Interviewing -documentation of case studies	PM PC LA	Monthly Quarterly	Manual	Case studies Monthly reports

Activities	Expected Results	Indicators of achievement	Sources	Collection method(s)	Who	When	Data analysis	Dissemination
-Defining roles of Focal Person and staff in -Managing WPP	Increased ownership of the idea of reducing the impact by managing HIV/AIDS at the workplace	-Roles of staff clearly identified and understood by all staff	-ToR for Focal Person -Progressive reports -Mid-term review reports	-Review of progress reports	PC LA PM	Quarterly	Comparisons	Reports
		-Staff job descriptions reflect responsibility and obligation for HIV/AIDS	-Mid-term review reports -Staff	-Interviews Reviews	PC LA	Annual	Manual	Dissemination workshops
	-67% of PO with improved knowledge on schedule for implementing WPP		-Staff -mid-term review reports	-Document review -Interview -Reviews				
-Review organization policies/strategies to promote good practices	Improved practices to address the effects of HIV/AIDS on staff and on the organization among participating organizations	-Number of PO that adapted their mission statements to reflect HIV/AIDS	-Strategic plans -Support/supervision reports	-Review of strategic plans	PC LA PM	Quarterly	Comparison	Reports Mentoring visits staff Meetings
		-Number of PO with their policies reviewed to be consistent with HIV context	-Policies	-Review of policies	PC LA PM	Quarterly	Comparison	Reports Mentoring visits staff Meetings
Support access to HIV/AIDS information	-Increased awareness on HIV/AIDS impact	-Number of staff accessing HIV/AIDS information	-Staff	-Interviews	PC LA PM	Quarterly	Manual	Reports Staff meetings

Strategic output 2: Improved capacity of 76 participating organizations to develop and implement comprehensive HIV and AIDS workplace policies by June 2008								
Activities	Expected Results	Indicators of achievement	Sources	Collection method	Who	When	Data analysis	Dissemination
-Training and sensitizing staff of participating Organizations in developing WPP	67% of PO demonstrate improved capacity and confidence to develop WPP in a participatory way	-Number of organizations trained	-WPP documents Financial reports	-Documents review	PC LA	Quarterly	Manual	Quarterly reports Joint partner meetings
Conducting WPP reviewing sessions	67% of organizations have improved workplace policy documents	-Number of WPP submitted to the review committee -Number of organizations who have incorporated comments of the review committee	-WPP review reports	-Documents reviews			Manual	
- Developing and disseminating guidelines for developing WPP	Increased appreciation and motivation of the process of WPP development among staff of PO	-Number of staff in at least 67% of PO who are familiar with the process of WPP development	-Review reports WPP development guidelines	-Documents review	LA PC PM	Quarterly	Manual	Quarterly reports Joint partner meetings
-Setting up a WPP development committee	Improved process of workplace policy development participation	-Number of functional WPP development committee	Minutes of committee meetings Reports Draft policies	-Document review	LA PC PM		Manual	Mentoring visit reports

Activities	Expected Results	Indicators of achievement	Sources	Collection method	Who	When	Data analysis	Dissemination
Roll out of the work place policy	- Comprehensive WPP existing in at least 67% of PO with work plans and budgets	-Number of WPP submitted to respective donors	WPP documents Mid-term review reports	-WPP documents -Mid-term review reports	LA PC PO PM	Quarterly	Cross tabulations	Reports
		- Number of organization with work schedules and budgets for work place programmes	-WPP documents -Mid-term review reports	-WPP documents Mid-term review reports	LA PC PO PM	Quarterly	Manual	Quarterly reports
		- Number of staff of who are aware of the existence of the policy	-End of project evaluation report -Staff of PO	-Interview -Survey	LA PC PO PM	Annually	SPSS	Dissemination workshop Survey report
-Developing internal mechanisms on how to finance and access care and treatment of PLHAs	67% of PO with increased confidence and satisfaction in the workplace programme among staff	-Number of organizations with medical or financial schemes	-Staff	-Testimonies -Review -Interview	LA PC PO PM	Quarterly	Manual	Reports Sharing best practices
- Provision of care and support services to staff of PO and their family members	- 67% of organizations having a mechanism for providing care and support services to staff and family	- Number of organizations with a medical scheme to meet costs for medical care	-Personal Budget lines -Medical bills	-Documents review	LA PC PM	Quarterly	Cross Tabulations	Partner reports Staff meetings
		- Number of affected staff accessing treatment for HIV including ARVs	-Referral documents Testimonies from staff	-Testimonies -Review doc. -Interview	LA PC PM	Quarterly	Manual	Partner reports Staff meetings
- Staff accessing IEC materials	- Improved staff knowledge of HIV and AIDS	-Number and types of IEC materials distributed to staff	-Mid-term reviews -Reports	Observations	LA PC	Quarterly	Manual	Support visits

		-Number of staff who can mention at least the three modes of HIV transmission	-KAP staff survey -Repeat KAP survey	-Interviewing	PM PC PO LA	annually	SPSS	Survey reports
- Conducting regular sessions on HIV and AIDS for staff to analyze their personal risks	- Increased staff motivation and utilization of HIV prevention services	- Number of staff perceiving themselves at risk	-Staff interviews -Mid-term review -Repeat survey report	-Interviewing	PM PC PO LA	annually	SPSS	Survey reports
		-Number of staff who have gone for HIV prevention services	-Staff -Partner reports	-Interviewing -Document review	PM PC PO LA	Quarterly	Manual	Quarterly reports
Promotion of VCT services	-Increased ability among staff and their family members to assess personal risks	-Number of staff who have gone for VCT	-Repeat staff survey -Project reports -Staff	-Review of documents -Interviewing	PM PC PO LA	Quarterly	SPSS	Staff meetings and annual workshops
		-Number of staff accessing VCT in the last six months	-Repeat staff survey -Project reports -Staff	-Review of documents -Interviewing	PM PC PO LA	Annually	SPSS	Survey reports
		-Number of staff who have disclosed their HIV status	-Repeat staff survey -Project reports -Staff	-Review of documents -Interviewing	PM PC PO LA	Annually	SPSS	Survey reports
Promotion of condom use at the work place	Improved positive attitude among staff and visitors towards condoms	- Number of condoms used monthly in each of the 67% PO	-Project reports -Mid-term review report	-Document review -Interviewing -Role plays -Drama	PM PC PO LA	Quarterly	Manual	Drama and role plays During staff meetings
		- number of staff who report using a condom at sex with last non-regular partner/casual in the PO	-Repeat KAP staff survey - report -End of project evaluation report	Survey	PM PC PO LA	Annually	SPSS	Survey reports

Activities	Expected Results	Indicators of achievement	Sources	Collection method	Who	When	Data analysis	Dissemination
- Developing a code of conduct to address stigma and discrimination related	- 67% of organizations having mechanisms to fight stigma and discrimination related to HIV and AIDS at the WP	- Number of staff of willing to disclose their HIV status	Staff and project managers Surveys	Interviewing Observations KII	LA PC PM	Bi annually	Comparison	Survey Reports
		- Number of staff allowed to continue working after disclosure in the PO	Staff and project managers Surveys	Interviewing Observations KII	LA PC PM	Annually	Manual	Survey Reports
		- Number of PO who have no requirement to know staff HIV status at recruitment or for other reasons	Staff and project managers Surveys	Interviewing Observations KII	LA PC PM	Annually	Manual	Survey Reports
	- Increased open dialogue on HIV/AIDS issues at the workplace	- Proportion of staff seeking necessary support from colleagues	Staff	Interviewing	PM PC PO LA	Bi annually	Manual	Survey Reports
		-Number of staff who have given public testimonies	Partner reports Staff	Documentary review Interview	PM PC PO LA	Annually	Manual	Survey Reports
	- Absence of incidences of stigma and discrimination in the workplaces of the 67% PO	- Anti stigma rules in place in the 67% of the PO	Staff	Observation Interviewing	PM PC PO LA	Bi annually	Manual	Drama and role plays During staff meetings

Strategic output 3: Developed local structures to enforce the linking, learning and scale-up of managing HIV and AIDS in the workplace for 76 participating organizations by 2008

Activities	Expected Results	Indicators of achievement	Sources	Collection method	Who	When	Data analysis	Dissemination
-Capacity building for lead organizations in managing HIV and AIDS at the work places	-Enhanced local ownership of the project	-Number of staff in lead organizations trained	-Mid-term review reports -End project evaluation report -Partner progress reports	-Document review	LA PC PM	Annual	Cross tabulation	Project reports
-M&E Framework development	-Comprehensive system to track progress and assess impact	-M&E indicators developed	-M&E framework	-Document review	LA PC PM	Annual	Manual	Project reports
- Engaging key partners in supporting SAN! Project objectives	- Increased prioritization of the need to address HIV and AIDS in the work place in Uganda	-Number of organizations willing to offer technical assistance to SAN structure	-Reports	-Document review	LA PC PM	Quarterly	Manual	Stakeholder meetings Partner quarterly Reports
		-Number of organizations requesting technical assistance from the project outside the SAN structure	-Reports	-Document review	LA PC PM	Quarterly	Manual	Stakeholder meetings Partner quarterly Reports
		- Number of organizations accessing national resources through the SAN project structure	-Reports	-Document review	LA PC PM	Quarterly	Manual	Stakeholder meetings Partner quarterly Reports

Activities	Expected Results	Indicators of achievement	Sources	Collection method	Who	When	Data analysis	Dissemination
-Disseminating of study results	- Increased interest in the SAN! Project among key partners and government -67% of organizations utilising the SAN! Project study results to improve the quality of implementing their HIV and AIDS WPP	-Number of study reports disseminated	-mid-term review reports -partner progress reports Partner reports	-Review of docs. KII with individual organizations	PC LA PM	Quarterly	Manual	Project reports Meetings
		-Number of stakeholders participating in the dissemination exercises	-partner progress reports Partner reports	-Review of docs. KII with individual organizations	PC LA PM	Quarterly	Manual	Project reports Meetings
		- Number of organizations seeking support from the SAN! established structure	-partner progress reports Partner reports	Review of docs. KII with individual organizations	PC LA PM	Quarterly	Manual	Project reports Meetings
- Documenting and sharing best practices	-Improved capacity of PO and their partners in managing workplace programmes	- Number of organizations replicating the SAN structure -Number of organizations willing to share their best practices	-Mid-term review reports -End project evaluation report -Partner progress reports	-Assessment and review reports Staff	LPG LA PC	Annual	Manual	Reports Network meetings
- identifying referral system	Increased access to HIV/AIDS services within operating areas of PO and their partners	-number of organizations having a referral system	-Staff Referral forms	-Interviewing Reports	PO LA PC	Quarterly	Manual	Reports Staff meetings
		-number of staff of PO and their families referred to service providers	-Staff and family members Quarterly reports	Interview Review of reports	PO LA PC	Quarterly	Manual	Reports Staff meetings

Activities	Expected Results	Indicators of achievement	Sources	Collection method	Who	When	Data analysis	Dissemination
- Establish Networks with other like minded organizations at district and national level	- Effective and functional networks at national level	-Number of networks established	-Minutes of network meetings progressive reports	-Document review	PO LA PC	Annual	Manual	Network meetings Reports
		-Number of meetings attended at district level	Minutes of network meetings progressive reports	-Document review	PO LA PC	Quarterly	Manual	Network meetings Reports
		-Number of meetings attended at national level	Minutes of network meetings progressive reports	-Document review	PO LA PC	Quarterly	Manual	Network meetings Reports
- Arranging and attending information sharing meetings with other stakeholders	Improved coordination in the provision of HIV/AIDS services	-Number of information sharing meetings attended by PO	-Minutes of sharing meetings Attendance lists	-Document review	PO LA PC	Quarterly	Manual	Sharing meetings Reports

Strategic output 4: Established collaboration at the country level and advocacy on the key aspects of HIV and AIDS workplace policy issues by June 2008

Activities	Expected Results	Indicators of achievement	Sources	Collection method	Who	When	Data analysis	Dissemination
- Identifying partners for collaboration and advocacy	-67% of PO with Improved partnership and networking with other stakeholders in addressing HIV and AIDS at the workplace at country level	- Number of networks and partnerships created for the each PO	-Minutes of staff meetings -Project reports -Minutes of biannual meetings -LPG project reports	-Review of progress reports and minutes -Mid-term review -End of project evaluation	PM LA PC	Quarterly Annually		Activity reports
- Attending or organising regular joint stakeholder meetings	- Number of partners having a resource centre and addressing HIV and AIDS in the workplace at the centre	-Number of organizations making consultations trying to learn about the project	-Project reports	-Document review		Quarterly	Manual	Project report
- Conducting information sharing meetings	- Enhanced mechanisms for sharing information and best practices on key aspects of HIV and AIDS at the work place	- Number of organisations holding regular meetings with stakeholders	-Stakeholder meeting attendance lists	-Review of progress reports and minutes mid-term review end of project evaluation	PO LA PC	Quarterly	Manual	Presentation during sharing meetings
		- Number of meetings attended by the project coordinator with national stakeholders	-Reports	-Document review	PC	Quarterly	Manual	

Activities	Expected Results	Indicators of achievement	Sources	Collection method	Who	When	Data analysis	Dissemination
-Establishing advocacy forums and -joining existing forums	-Proportion of organizations with staff accessing VCT and HIV treatment including ARVs in Uganda	-Number of forums for each of the 67% organizations	-Project visit reports Databanks Partner reports	-National annual reports midterm review reports End of project evaluation	PC LA PO	Annually	comparison	Reports Press release
-Developing advocacy plans	-Proportion of funds made available for workplace programmes in Uganda	-Number of organizations with advocacy agenda addressing stigma reduction, access to treatment and VCT services in Uganda	UAC Annual reports MoH reports	Review of reports	PC LA PO	Annually		Annual reports End of project evaluation report
-Holding coalition meetings to lobby for more resources	-Increased distribution of resources for HIV/AIDS workplace programmes	-Number of coalitions made by each of the PO	PO reports Mid-term review report End of evaluation report	Document review	PC LA PO	Annually		Presentations on coalition meetings

## 4. Evaluation

The decision to conduct an end of year evaluation will depend on how much the applied research component attached to the project has been able to document.

### 4.1 Data sources

The framework will use the existing sources to attain the necessary data. In cases where first hand information is needed, surveys will be conducted; some of the data sources will include:

- Baseline survey reports
- Annual surveillance reports and UNAIDS annual reports
- Project monitoring reports
- Partner progress reports

### 4.2 Data methods

The selected data methods will allow us to collect information about the activities of the project and about the settings in which they occur. This M&E framework recognizes the need to collect information more systematically so as to be able to achieve its objectives. Methods suggested for data collection include:

- Documentary review of data already collected by partners and other stakeholders in the country on the HIV and AIDS at the work place.
- Content analysis
- Case studies and stories
- Observation
- Interviewing
- Self-administered questionnaires
- Focus group discussions

### 4.3 Data Analysis

It is deemed important to have a section on analysis in this M&E. It is expected that this M&E by virtue, of its nature will generate a lot of data and we would not want to collect data as a project and just leave it idle without processing and analyzing it to make sense out of it.

### 4.4 Sharing and utilization of information

This framework recognizes that there is no reason to collect information unless the results are communicated to others in a form that is understandable and usable. The purpose of this M&E is primarily to provide useful information so that improvement needed in the project is made. It is therefore important that dissemination of information is part of this M&E plan. The dissemination of information will take a wide range of approaches so that it able to reach people at different levels with the project structure; these will include:

- Study and progress reports
- Oral presentations at meetings
- Posters at stakeholder meetings
- Sharing workshops
- Press releases
- TV and radio interactive programmes
- Case studies
- Drama and role plays