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Abbreviations and Acronyms

AIDS	Acquired Immunodeficiency Syndrome
ART	Antiretroviral Treatment
ARV	Antiretroviral
CD4	Immune Helper T cells that have CD4 on their membranes
CHE	Council for Higher Education
COP	Community of Practice
DoHET	Department of Higher Education and Training (formerly part of DoE)
GIPA	Greater Involvement of People Living with or Affected by HIV and AIDS
HAART	Highly Active Antiretroviral Therapy
HE	Higher Education
HEAIDS	Higher Education HIV and AIDS Programme
HEARD	Health Economics and HIV and AIDS Research Division
HEIs	Higher Education Institutions
HESA	Higher Education South Africa
HICC	HIV Institutional Coordinating Committee
HIV	Human Immunodeficiency Virus
HR	Human Resources
IATT	Inter-agency Task Team
IFC	International Finance Corporation
ILO	International Labour Organization
M&E	Monitoring and Evaluation

NGO	Non-governmental organisation
NSP	National Strategic Plan
OIs	Opportunistic Infections
PEP	Post-Exposure Prophylaxis
PLWHA	People living with HIV and AIDS
SABCOHA	South African Business Coalition on HIV and AIDS
SADC	Southern African Development Community
STDs	Sexually Transmitted Diseases
STIs	Sexually Transmitted Infections
UNGASS	United Nations General Assembly Special Session
VCT	Voluntary Counselling and Testing

Preamble

The HIV and AIDS pandemic is the worst health crisis in recorded history. It has clearly moved beyond being primarily a health and psycho-social issue, to an economic and developmental crisis. Not only is it threatening the lives of individuals, but also has a significant impact on the workplace, the functioning of the labour market and the national economy as a whole.

With Higher Education being the critical interface between the labour market and the development of skilled and competent graduates, as well as having a significant work force of its own, it is clearly evident that it will not be left untouched by the HIV and AIDS pandemic.

HEIs thus have a dual responsibility. Firstly, as employers, they must recognize the potential impact of HIV and AIDS on both infected and affected employees and design policies and programmes to prevent/reduce infection rates and mitigate its impact on employees and the institution. Secondly as institutions of teaching, learning, research and knowledge generation contributing to the next generation of future workers, managers and business leaders, HEIs need to develop proactive strategies focusing on prevention and on prolonging life through quality treatment, care and support to protect the investment capital that institutions are expending in preparing potential graduates for the open labour market

HEIs therefore have a vital role to play in mitigating and managing the effects of the HIV and AIDS

pandemic through all aspects of their core business of Research and Knowledge Creation, Teaching and Learning and Community Engagement.¹ This is highlighted in the Policy Framework on HIV and AIDS for the Higher Education in South Africa.²

- Firstly, HIV and AIDS has a direct influence on human resource development. Students, representing a source of the future skills and knowledge base of the country, are a high priority as they are at risk themselves and are the peers of those who are most vulnerable to infection. Furthermore, higher education academics are among the most skilled individuals in most countries. At risk is the loss of the most valuable and productive members of the economy.
- Secondly, in a knowledge economy, higher education helps economies keep up or catch up with more technologically advanced societies. Overcoming HIV and AIDS requires new knowledge and the higher education sector is charged with the mandate of generating new technologies, practices, and understanding through research.
- Thirdly, responding to HIV and AIDS requires strong leadership. Higher education staff and students are traditionally among the leaders of their societies, representing and defending values which are essential in the response to HIV and AIDS.

While a number of policy imperatives within the labour and education sectors give impetus to the HE

sectors response to HIV and AIDS, many institutions are finding it a challenge to develop realistic and sustainable policies and programme to address the impact of HIV and AIDS on their core business.

This Framework has therefore been developed to support HEIs in this regard. Its design incorporated the findings of the desktop review of local and international literature and thus drew on ‘good practice’ experiences from both the public and private sectors. The review was particularly focused on issues pertaining to HIV and AIDS; it also considered ‘good practice’ with regards to a more holistic wellness approach.

The HEAIDS Policy Framework on HIV and AIDS for Higher Education in South Africa is a guide against which institutions can review their existing institutional policies and programmes on HIV and AIDS.

The associated **Guidelines for the Development and Implementation of HIV and AIDS Policies at Higher Education Institutions in South Africa (December 2008)** have been developed to enable higher education institutions to undertake this review and coordinate

the development, alignment and implementation of institutional policies and programmes.

The focus of this Framework for HIV and AIDS Workplace Programmes is the **development of comprehensive HIV prevention, treatment and mitigation programmes for the employees of HEIs**. The overall aim is to support the implementation of a comprehensive HIV and AIDS workplace programme within Institutions that will prevent and mitigate as far as possible the impact of the epidemic.

The Framework for HIV and AIDS Workplace Programmes should be read in conjunction with the following documents.

- HIV and AIDS and STI Strategic Plan For South Africa, 2007-2011
- The Policy Framework on HIV and AIDS for the Higher Education in South Africa
- Report on Good Practice in HIV and AIDS in South Africa and Internationally
- HIV and AIDS Workplace Programme Implementation Guide

The Scope

The Framework for HIV and AIDS Workplace Programmes embodies the sector and institutions commitment to effectively respond to the epidemic in a socially responsible manner and integrate (mainstream) the response into the systems and processes of the institution.

The development of the Framework was guided by:

- **The South Africa National Strategic Plan for HIV&AIDS and STIs 2007 to 2011** (Appendix 1) which has the following primary aims:
 - Reduce the rate of new HIV infection by 50% by 2011
 - Reduce the impact of HIV and AIDS on individuals, families, communities and society by expanding access to appropriate treatment, care and support to 80% of all HIV-positive people and their families by 2011.
- **The Policy Framework on HIV and AIDS for Higher Education in South Africa 2008** which guides and informs this Framework and provides direction to Higher Education Institutions in the development of a co-ordinated and comprehensive response to the negative impact on vulnerable individuals, the sector and the wider society.
- Desktop research on good practice in terms of HIV and AIDS workplace programmes (**Report on Good Practice HIV and AIDS Workplace Programme**) both in South Africa and internationally which aimed to identify and describe what is considered “good practice” as regards workplace HIV programmes. These findings informed the development of the Framework.
- South African Legislation affecting and informing employment practices, human resource policies, procedures and practices as they relate to recruitment, performance management, reasonable accommodation, fair labour practice and employee assistance within the HEI.

The Purpose

The purpose of the Framework for HIV and AIDS Workplace Programmes is to guide and inform Higher Education Institutions in the development of sustainable HIV and AIDS Workplace programmes that will reduce the negative impact of the pandemic on all vulnerable individuals employed by the institutions. Whilst institutional autonomy is acknowledged there is recognition that an agreed Framework with overarching principles and objectives and mutually agreed components, will strengthen and enhance the sectors collective response.

More specifically the purpose of the Framework for HIV and AIDS Workplace Programmes is to:

- Provide a framework for workplace programmes that can strengthen and unify the sector response to HIV and AIDS
- Position the HE sector at the centre of good practice with regards to workplace programmes, providing leadership both to the sector itself as well as to other sectors
- Promote and facilitate the development and implementation of comprehensive workplace programmes across the HE sector that recognize institutional autonomy and difference but which attempt to close the gap between advanced programmes and those that are still developing
- Provide a benchmark for a response that meets national and international standards and norms

- Standardized principles to guide institutional workplace programme development
- Provide indicators to facilitate sector level monitoring, evaluation and reporting, thus enabling resource allocation, both financial and human, .

HOW TO READ AND INTERPRET THE FRAMEWORK

- The Framework is grounded in elements of ‘good practice’ that emerged during the desktop review of local and international literature on workplace programmes.
- The Framework is not intended to be prescriptive but rather provides a foundation and platform for a coordinated approach towards the implementation of comprehensive HIV and AIDS workplace programmes within the HE sector.
- This Framework is intended to be used by key stakeholders within the HE sector, in particular communities of practice, (such as the HR director’s forum) as well as by institutional and departmental heads involved/responsible for workplace programmes within the HE sector.
- The Framework by virtue of its nature addresses broad goals and objectives. As such an implementation guide has been developed to further support HEIs through the implementation process.

Guiding Principles

The guiding principles of the Framework for HIV and AIDS Workplace Programmes as adapted from the Policy Framework on HIV and AIDS for the Higher Education Sector and in keeping with HIV and AIDS and STIs National Strategic Plan and international and local good practice are as follows:

Supportive and Committed Leadership

- Universities stand at the forefront of education as currently the best social vaccine against the epidemic. The sector has a vital responsibility to provide intellectual leadership and thus produce informed and empowered individuals in communities, as well as in the country as a whole³.
- Committed leadership at all levels of the Institution is critical to the success of an HIV and AIDS workplace programme. Leadership around HIV and AIDS needs to be exerted throughout the different levels of any institution, from those in senior management to those in junior positions. However, leadership from senior management is crucial if HIV and AIDS is to be tackled efficiently and comprehensively across a workplace.

Protection of Human Rights

- The human rights of dignity, privacy, non-discrimination, equity and voluntary participation by all staff must guide all interventions and programmes of the Policy Framework. This must be within the context of recognising that diversity, social change

and cohesion, and tolerance will lead to the destigmatisation of HIV and AIDS.

- Vulnerable and marginalised groups within the Higher Education Institutions are a priority group for HIV-prevention and management. Attention must be given to equity and gender sensitivity.

Comprehensive Response

- The recognition that HIV and AIDS is a biological, social, psychological, developmental and economic pandemic that requires a comprehensive HIV and AIDS Workplace Programme response.
- Good governance of this response at sector and institutional level with appropriate resource allocation is required.
- This response must take cognisance of global developments on HIV and AIDS and align interventions to these “good practices” in measurable terms. The Local and International Good Practice Report should be used as a reference guide⁴.
- The challenges of the HIV and AIDS environment require an acknowledgment of the need to embark on continuous cycles of improvement through effective monitoring and evaluation supporting both institutional and sector responses.

Consolidated National Response and Effective Partnerships

- One of the core mandates of the HE sector is to ensure a more systemic approach with greater coherence

and responsiveness to national needs. The sector has both an obligation and a responsibility to respond to societal interests and needs in terms of knowledge production and human resource development.

- Given the scope and challenge of the pandemic a commitment to the development of a sector-wide response through engagement and support at institutional level is critical.
- Effective partnerships between internal and external community members, including the meaningful involvement of People Living with HIV and AIDS, are important to facilitate the implementation and management of targeted interventions across the whole spectrum of programmes and activities. Collaborative partnerships will strengthen and enhance knowledge production and dissemination.

Effective Advocacy and Communication

- Clear and ongoing communication is an essential tool for the attainment of the aims of the Policy Framework on HIV and AIDS for Higher Education in South Africa and the Framework for HIV and AIDS Workplace Programmes. Transparency and sharing of information will enhance a collective, consultative and coordinated sectoral response by Higher Education Institutions to the pandemic.
 - Communication of up to-date, evidence-based information must be effective and appropriately targeted within and between the institutions, to ensure that the broad and specific objectives of the Policy Framework and alignment to the Framework for HIV and AIDS Workplace Programmes are attained. This will serve to co-ordinate and facilitate involvement and optimal participation by academics and staff at institutions.

Mainstreaming

- Mainstreaming HIV and AIDS into the HE sector helps ensure that HIV and AIDS is integrated into the strategic planning and operational processes of the HEIs and that HIV and AIDS is not simply viewed only as an ‘add-on’.
- Mainstreaming the response to HIV and AIDS is a fundamental requirement for workplace responses to be appropriate and sustainable within the HEI.

Mainstreaming HIV and AIDS is increasingly acknowledged as the optimal means to develop and implement a comprehensive response to HIV and AIDS.

- A mainstreamed response to HIV and AIDS is one in which there is an institutional HIV and AIDS policy which is linked to other policies, conceptualises the institutional response in the light of existing policies, practices and programmes, which integrates HIV and AIDS activities into other programmes, e.g. staff induction and which integrates HIV and AIDS activities into the core functions of the HEI.

Gender sensitivity

- Programmes must be gender sensitive. It is accepted that there is a link between gender, inequality and vulnerability to HIV and AIDS. For example, gender dynamics in sexual relationships place both men and women at heightened risk of HIV infection where there appears to be tolerance for male promiscuity, thus placing them and their partners at greater risk of HIV infection. Likewise, it appears that women are placed under pressure to exert little or no control over their sexual relationships, thus again placing them at greater risk. Both prevention and care programmes need to recognise gender differences and respond to such issues.

Greater Wellness Context

- Whilst this particular framework has a focus on HIV and AIDS and the workplace, there is an increasing tendency to situate the prevention and management of chronic diseases like HIV and AIDS within a broader “Health and Wellness” programme. Today, “workplace wellness” refers to an organization’s ability to promote and maintain the physical and mental health of its employees. It is also about reducing risks to employees’ health and wellness through safe work practices, healthy work environments and generally promoting healthy behaviours among employees. Health promotion means giving employees the tools to improve their own health. This can include offering programmes like Employee and Family Assistance Programmes and Workplace Peer Support.

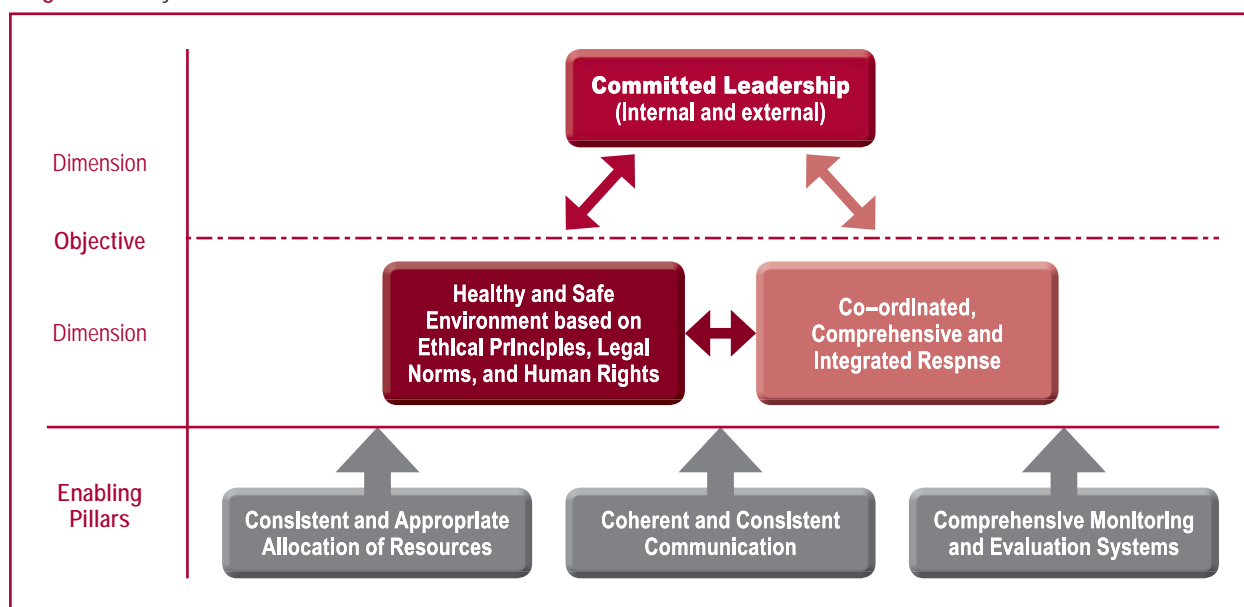
Alignment with the Policy Framework

The Policy Framework outlines that HEI HIV and AIDS response should have two main focuses, one internal and one external. The internal response refers to what an HEI can do in response to HIV and AIDS in the workplace and the external response refers to recognizing and exploiting the comparative advantages of the HEI to 'make a difference' in the workplace to the nature and course of the epidemic within the sector in which it operates. The Framework for HIV and AIDS Workplace Programmes focuses particularly on the internal response and how this should be implemented.

The Framework for HIV and AIDS Workplace Programmes contributes to the achievement of the 3 objectives of the sector Policy Framework in the following ways:

- **Objective 1:** By providing a framework that facilitates strong internal leadership and governance on workplace programmes
- **Objective 2:** By creating a healthy and safe environment within institutions for employees that is based on ethical principles, legal norms and human rights.

Diagram 1 Policy Framework Pillars



Source Policy Framework on HIV and AIDS for Higher Education in South Africa, 2008

- **Objective 3:** By establishing a sector response to the impact of HIV and AIDS within higher education workplaces by means of coordinated, comprehensive and integrated institutional responses.

In order to do this the Framework for HIV and AIDS Workplace Programmes builds on the three enabling pillars of the Policy Framework:

- Coherent and consistent communication inside and outside the sector that facilitates co-ordination, collaboration and demonstrable progress in the

implementation of the Framework for HIV and AIDS Workplace Programmes.

- Consistent and appropriate allocation of resources for the effective implementation, management, monitoring and evaluation of the Framework for HIV and AIDS Workplace Programmes at sector and institutional levels.
- Comprehensive monitoring and evaluation systems to ensure effective implementation of the Framework for HIV and AIDS Workplace Programmes at sector and institutional levels.

Key Performance Areas

To achieve the purpose of this Framework for HIV and AIDS Workplace Programmes 6 key institutional performance areas have been identified as critical:

Strategic Leadership, Decision-Making and Coordination

All HEIs have the structures as required by the sector Policy Framework in place, have established a Workplace Sub-committee and appointed a person(s) to manage and lead the workplace programme components of the institution's HIV and AIDS programme. The project leader may report to the HICC committee and to the HR Director.

Research and Analysis

Each HEI is able to understand the impacts of HIV infection and illness on its employee base, have established direct and indirect costs, identified programmatic gap areas as well as the necessary attitudinal and behaviour changes required.

Workplace HIV and AIDS Policy

Each HEI has developed and distributed a workplace HIV and AIDS or chronic disease policy encapsulating the principles of this workplace framework as well as the sector policy framework, aligned to relevant national labour legislation and institutional HR policies

Workplace HIV and AIDS Prevention Programme

Each HEI has developed an integrated prevention response to HIV and AIDS through aligning the institutional workplace programmes to both this workplace framework as well as to relevant individual institutional policies thereby promoting a level of equity and standardisation.

Workplace HIV and AIDS Treatment and Care Strategy

Each HEI has developed a treatment and care strategy for employees infected with HIV and AIDS which aligns the institutional workplace programmes to both this workplace framework as well as to relevant individual institutional policies thereby promoting a level of equal access to and standardisation of treatment.

Monitoring and Evaluation

Each institution has developed and implemented a monitoring and evaluation plan and system to facilitate the management and evaluation of their individual HIV and AIDS workplace programme. At a sectoral level, each HEI is in a position to submit a standardized report against agreed sectoral level indicators.

Minimum response to the Key Performance Areas

STRATEGIC LEADERSHIP, DECISION-MAKING AND COORDINATION

The HIV and AIDS Policy Framework Implementation Guide outlines the actions which should be taken by institutions to establish a dedicated HIV Institutional Coordinating Committee (HICC) or a similar structure with decision-making powers to monitor and evaluate the implementation of the institutional policy and programmes on HIV and AIDS. This committee should be situated within the strategic and operational management of the institution. The overarching focus of this committee will be on teaching and learning, research and knowledge generation, community engagement, **workplace programmes** and effective prevention, care and support.

It further recommends that a **strategic executive leader or chairperson** should be elected by the university's Senate and Council to direct the policy and provide the leadership and resource allocation necessary for implementation. **Members** of this overarching Committee should be selected strategically to ensure that the institutional HIV and AIDS policy is mainstreamed into the higher education institutions' core business areas including management and support units.

The recommendations for the Key Response Area 1: Strategic Leadership, Decision-making and Coordination have been listed in the box below.

RECOMMENDED MINIMUM RESPONSE:

- A sub-committee of the HICC should be established to guide and coordinate the development and implementation of the Institutional HIV and AIDS Workplace Framework.
- This committee should be representative of senior management, academic, administrative and support staff.
- At least one person on the committee should be appointed as the chairperson and a workplace programme 'champion' identified to manage the implementation of the programme and report back to the sub-committee.
- Involvement of the institutional stakeholder forum as envisaged in the Workplace Programme Implementation Guide will also facilitate implementation of the workplace framework.
- Employees should be informed of the structures within the institution that oversee the HIV and AIDS workplace programme and be given a contact person in the event of queries or questions.

RESEARCH AND ANALYSIS

The underlying principle of research and analysis in this context is that one cannot manage what one cannot measure. Research and analysis is not only critical as a means to understanding the risk profile of an institution but also to assessing institutional readiness for an integrated HIV and AIDS intervention. In addition to this

it provides a benchmark against which future interventions can be measured in order to assess their effectiveness. Research and analysis should be a characteristic or process which is evident throughout the strategic planning and implementation phases and should also play a critical role in any monitoring and evaluating system. Typical research focus areas include:

- Current HIV and AIDS practices and interventions within the HEI
- Current and potential available resources for an intervention
- Institutional and staff perceptions of the impact of HIV and AIDS
- Institutional readiness and willingness to participate in an HIV and AIDS initiative
- Risk profile of the Institution
- Economic Impact of HIV and AIDS on the Institution

The recommendations for the Key Response Area 2: Research and Analysis have been listed in the box below.

RECOMMENDED MINIMUM RESPONSE:

- A situational analysis should be conducted to understand the current institutional response to the epidemic, to establish a benchmark against which future programmatic activities can be measured, and to identify gaps which need to be filled. It is also a benchmarking tool to determine what the institution's position is in relation to other institutions
- A budget should be developed for an HIV and AIDS workplace programme which should cost both cash and in kind commitments to determine which resources are not budgeted for by the HEI
- A Knowledge, Attitudes and Behaviour Survey should be conducted every 3 years to assess behavioural and attitudinal change
- An initial sero-prevalence or well supported VCT drive should be implemented to determine the HIV prevalence and thus the risk profile of the institution.
- While a professional cost impact analysis may not be feasible for all institutions, institutions still need to determine the cost of HIV and AIDS to the institution by measuring key indicators such as increases in absenteeism, recruitment and retraining costs, increasing costs to benefit schemes and loss of productivity.

WORKPLACE HIV AND AIDS POLICY

This key Institutional performance area highlights the need for HEIs to mainstream HIV and AIDS and to ensure that the HIV and AIDS workplace programme is aligned to already existing institutional policies as well as the Policy Framework on HIV and AIDS for Higher Education in South Africa.

HEIs should align and integrate their HIV and AIDS workplace programmes to ensure:

- Compliance with existing and evolving SA legislation and codes of practice
- Alignment with all human resource policies, procedures and practices as they relate to recruitment, performance management, reasonable accommodation, fair labour practice and employee assistance within the HEI
- Alignment with the sector HIV and AIDS Policy framework
- Alignment with the Institutional Gender Violence Policy
- Alignment with the Institutional Occupational Health and Safety Policy

The recommendations for the Key Response Area 3: Workplace HIV and AIDS Policy have been listed in the box below.

RECOMMENDED MINIMUM RESPONSE:

At a minimum the Workplace policies and procedures should include decisions and procedures on the following:

- Co-ordination and implementation of programmes
- Education and Training
- HIV and AIDS and legal issues
- Testing
- Confidentiality
- HIV and AIDS and employment, including incapacity, termination of services, alternative employment etc
- Promotion of a safe working environment
- Compensation for Occupationally acquired HIV
- Employee benefits and provision of care
- Response of fellow employees
- Procedures for dispute resolution and grievances re. HIV and AIDS related issues.

WORKPLACE HIV AND AIDS PREVENTION PROGRAMME

This key performance area covers the HIV prevention components including information, education and awareness, VCT services and condom distribution. A full description of each of these individual programmatic areas is covered in the Report on Local and International Good Practice and the supporting Implementation Guide to this framework.

The recommendations for the Key Response Area 4: Workplace HIV and AIDS Prevention Programme have been listed in the box below.

RECOMMENDED MINIMUM RESPONSE

- HEIs should provide access to regular and consistent education and training to employees at all levels with regards to basic HIV and AIDS knowledge and behavioural change. These need to be included as part of the annual work skills plan.
- Education and awareness activities need to be considered part of employee development and training and as such should take place during normal working hours and employees should be given the time off to attend these sessions without being penalized financially for this.
- As the Department of Health offers access to free CHOICE condoms, all HEI's should provide condoms (either the government offered ones or those offered through social marketing programmes) to employees on a consistent and regular basis.
- HEIs should have (as part of fulfilling health and safety legal requirements) trained first aiders with access to universal precautions in the event of an occupational injury/incident on duty.
- VCT services should be made available to all employees on an ongoing basis, either through a referral network (government or private), campus health clinic facilities, and/or VCT drives on campus.

WORKPLACE TREATMENT CARE AND SUPPORT STRATEGY

This key performance area pertains to the HIV disease management, care and support for staff both infected and affected by HIV and AIDS.

A full description of each of these individual programmatic areas is covered in the Report on Local and International Good Practice and the supporting Implementation Guide for this framework. However, at a minimum, institutions should implement the guides below.

The recommendations for the Key Response Area 5: Workplace Treatment and Support Strategy have been listed in the box below.

RECOMMENDED MINIMUM RESPONSE:

- All HEIs should facilitate access to equitable treatment care and support to all employees. This access may take many forms depending on the number of staff with access to medical aid as well as the capacity of local NGOs and government treatment and care clinics.
- Regardless of whether the access to treatment and care is provided by the HEI, outsourced to an independent service or provided through a down referral into the government system, all employees should be enabled to access these services by being given reasonable time off where appropriate.
- The process of facilitation of access to treatment and care must take into account provision for immediate access to PEP in the event of sexual assault or occupational injury on duty.

MONITORING AND EVALUATION

This key performance area has two components. Firstly it refers to the ongoing monitoring and periodic evaluation of the institutional HIV and AIDS workplace programme to ensure that it achieves its purpose as well as remaining updated, sustainable and relevant. Secondly, a standardized set of key M and E indicators will enable the HEI to report at a sector level on a regular basis.

Monitoring and evaluation can take many forms. The key to building a 'smart' M and E system is to build as much internal capacity as possible and for staff members to take responsibility for the ongoing monitoring of implementation. Occasional independent service providers may be used for the evaluation of components of the M and E plan, but this will largely

be dependent on the both the size of the programme as well as the resources of the institutions.

Indicators for M and E will vary from institution to institution based on programmatic components that individual institutions develop. The implementation guide which supports this framework provides greater detail on these programmatic component choices as well as accompanying indicators for the measurement of each of these components.

The recommendations for the Key Response Area 6: Monitoring and Evaluating have been listed in the box below.

RECOMMENDED MINIMUM RESPONSE FOR INDIVIDUAL INSTITUTIONAL M AND E:

At a minimum, institutional M and E strategy should include:

- An institutional M and E plan in place which outlines institutional goals, objectives, actual activities, targets, indicators, persons responsible and timelines
- A designated person drawn from the HICC sub-committee who is appointed to provide regular updates on the progress of the programme. The sub-committee may choose to meet on a monthly basis for the first 6 months of the programme and thereafter quarterly.
- Where service providers are used, service providers must be expected to evaluate their own activities (e.g. if training or VCT is done) and provide a report back to the programme champion on this, who in turn reports back to the committee.
- Where treatment and care providers are contracted they must provide aggregated data on number of people tested, number of people positive, number of people on HAART, number of people on Pre-HAART, number of people lost to follow up and number of people lost to death.
- Annual review of the workplace programme by the sub-committee and champion to assess performance against set objectives and targets. This review should consider the following: the efficiency (timing and cost effectiveness of the programme), effectiveness, sustainability, impact and relevance of the programme.

RECOMMENDED MINIMUM RESPONSE FOR SECTOR LEVEL M AND E

- Institutional programmes will differ widely across HEIs and as such only agreed sector level indicators will be reported on.
- The M&E framework for the HIV and AIDS Policy Framework for HE may be applied.

Notes

- 1 Higher Education Act of 1997
- 2 National Policy Framework on HIV and AIDS for Higher Education in South Africa 2008, p10
- 3 The Policy Framework on HIV and AIDS for Higher Education in South Africa 2008
- 4 The Report on Good Practices was a desktop review of local and international “good practices” with regards to the implementation of HIV and AIDS Workplace Programme both in the public and private sector. The review preceded the development of the workplace framework.