

**ashm
international**

**ASHM International Strategy &
Effectiveness Framework
2020-2024**

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Overview

Globally, there are an estimated 38 million people living with HIV¹, over 257 million living with Hepatitis B², 71 million living with Hepatitis C³ and more than 1 million sexually transmitted infections acquired every day. These sexually transmitted and blood-borne viruses impact on the health, wellbeing and productivity of individuals, families, communities and nations, especially in countries where access and quality of health services is limited. ASHM International is committed to developing a sustainable HIV, viral hepatitis and sexual health workforce globally and to strengthening the systems that enable universal access to high quality health services.

Organisation

ASHM International provide leadership in health workforce development for blood-borne viruses and sexually transmissible infections. Our work encompasses clinical training and mentoring, policy and guideline development, linkages and knowledge exchange, and monitoring, evaluation, research and learning. ASHM International is committed to equity, diversity and inclusion across all programs and projects. We are partners in response, strengthening systems and expertise to create sustainable delivery in quality management of HIV, viral hepatitis and sexual and reproductive health.

Vision

The virtual elimination of HIV, viral hepatitis and other blood-borne viruses, and a significant reduction in sexually transmitted infections.

Mission

To provide leadership in the field of HIV, viral hepatitis, other BBVs and sexually transmissible infections through collaboration, facilitation, direct action and workforce capacity building.

Goal

Developing a sustainable HIV, viral hepatitis and sexual health workforce globally.

ASHM International Commitment

Promote ASHM's values and code of conduct with a focus on child safeguards, prevention of sexual exploitation, abuse and harassment, environmental sustainability, gender equality and social inclusion across all programs, projects and partnerships.

ASHM International Objectives

1. Build a confident and competent health workforce for HIV, viral hepatitis & sexual health globally.
2. Strengthen health systems for universal health access that achieve sexual and reproductive health, especially for women and girls, people with disability and key populations for HIV, viral hepatitis and other blood-borne viruses.
3. Establish platforms and networks for professional development of the HIV, viral hepatitis & sexual health workforce.
4. Promote robust HIV, viral hepatitis & sexual health responses based on high-quality strategic information.
5. Support key partner organisations in the region to provide effective leadership and sustainable delivery of quality HIV, viral hepatitis, sexual and reproductive health services.

¹ WHO. (2019). Global Health Observatory Data: HIV/AIDS. Available at <https://www.who.int/gho/hiv/en>.

² WHO. (2019). Hepatitis B. Available at <https://www.who.int/news-room/fact-sheets/detail/hepatitis-b>.

³ WHO. (2019). Hepatitis C. Available at <https://www.who.int/news-room/fact-sheets/detail/hepatitis-c>.

ASHM International Long Term Programs

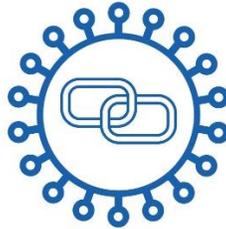
ASHM International operates under five long term programs:



CLINICAL TRAINING
& MENTORING



POLICY &
GUIDELINES



LINKAGES &
KNOWLEDGE EXCHANGE



MONITORING, EVALUATION,
RESEARCH & LEARNING



PARTNERS IN
RESPONSE

Clinical Training & Mentoring

We work with partners to identify and address the clinical education needs of the HIV, viral hepatitis and sexual health workforce.

ASHM International's suite of clinical education packages for HIV, viral hepatitis and sexual health are designed to be tailored to the specific needs of country and context. Our team of staff and consultants work with partner organisations through a structured adaptation process, to develop a tailored education package that addresses identified learning needs of the health workforce. Our model of longitudinal engagement promotes sustainability by graduating support from on-site training to workplace mentoring to remote coaching. We employ principles of adult learning to promote engagement of health staff with content and to ensure application of knowledge to achieve positive practice change in local health services.

Policy & Guidelines

We support governments and partner organisations to build the strategies and systems for delivery of high-quality HIV, viral hepatitis and sexual health services.

ASHM International works with governments and national organisations to develop and implement strategies, policies and guidelines that support the delivery of high-quality clinical services for HIV, viral hepatitis and sexual health. We also partner with health services and professional societies to translate national documents into local practice. Our work in policy and guidelines is grounded in our understanding of the challenges and complexities that health workers experience in high, medium and low resource settings. We are committed to supporting universal access to health. We work at all levels to improve the confidence and competence of health workers and quality of HIV, viral hepatitis and sexual health services.

Linkages & Knowledge Exchange

We facilitate the sharing of knowledge and building of partnerships to drive practice advancement in HIV, viral hepatitis and sexual health.

All ASHM International projects are based on building the capacity of partners, systems and the HIV, viral hepatitis and sexual health workforce. We seek to create links for knowledge, resource and experience sharing both informally and through our structured Regional Network. Our leadership in the sector is demonstrated through convening of international sessions at the annual Australasian HIV & Sexual Health Conferences each year. ASHM International will also work with regional partners to conduct two regional events during the 2020-2024 strategic period. These forums will facilitate networking and provide a platform for exchange of knowledge and best practice across the Asia and the Pacific regions, and globally.

Monitoring, Evaluation, Research & Learning

We strengthen systems and people to enable improved local, national and global data management, translation and use in HIV, viral hepatitis and sexual health.

ASHM International works with partners to promote the establishment and maintenance of a healthy data culture that drives high-quality data across the data feedback cycle. Our M&E team build the capacity of health workforce to submit required forms, project staff to manage and analyse data, and management to translate and use data to improve services and programs. We are committed to strengthening M&E, surveillance and research to inform practice advancement in HIV, viral hepatitis and sexual health.

Partners in Response

We strengthen the organisational capacity of local partners to enable effective leadership and sustainable delivery of quality HIV, viral hepatitis, sexual and reproductive health services.

ASHM International works closely with local partners through a structured assessment to identify areas for strategic organisational development. We are committed to supporting local leadership in HIV, viral hepatitis and sexual health responses. Our approach achieves meaningful engagement with partners that supports their local leadership and delivery of quality HIV, viral hepatitis and sexual health services.

Products

ASHM International has extensive experience in delivering a broad suite of HIV, viral hepatitis and sexual health trainings, especially within Asia and the Pacific. Our regional training packages and modules, fully adaptable to country and context, are complemented by a proven mentoring program incorporating tailored clinical coaching that supports clinicians to apply knowledge and achieve positive practice change.

Regional Training Packages

- HIV Prescriber Training
- HIV Complex Case Management Training
- Clinical Mentor Training
- Sexual Health & Rights Training
- Hepatitis B for Health Workers Training
- Hepatitis C for Health Workers Training

Regional Training Modules

- Coinfections of HIV
- HIV & Quality of Life
- Engaging Key Populations
- HIV Prevention (including PrEP)
- Adolescent Sexual Health & Wellbeing
- Transgender Health & Trans-Competent Care
- Stigma & Discrimination in Health Settings
- Managing Drug Resistance in HIV & Sexual Health
- Understanding Data (M&E and Surveillance)
- Gender Transformative Approaches in HIV Care
- Enhancing Sexual Health for People with Disability
- Mental Health & Addiction in HIV & Sexual Health Care
- Sexual & Reproductive Health in Humanitarian Response



All ASHM International training and education packages reflect our commitment to gender equity, inclusion, diversity, priority populations and the meaningful engagement of people living with HIV and viral hepatitis.

Effectiveness Framework

ASHM International is committed to creating a healthy data culture that promotes the collection of high-quality data and uses analysed findings to drive advancement in our programs that improve the health and wellbeing of people reached through HIV, viral hepatitis and sexual health services. The ASHM International Effectiveness Framework and M&E Framework align with the broader National Policy & Education Division and ASHM organisational approach to monitoring and evaluation.

The ASHM International Effectiveness Framework ensures that monitoring and evaluation is at the core of all our work. It promotes data collection and analysis to improve understanding of our programs, projects, reach and impact. Then it guides our use of data to communicate findings and translate learning to practice (improve our products and services). The underpinning principle of ASHM International's Effectiveness Framework is quality improvement through informed decision making and consultative project management (design to implementation).

Effectiveness Framework Background

The ASHM International Effectiveness Framework was formalised in 2019 to provide structure and accountability to existing processes for measuring, analysing and reporting on progress against organisational goals and objectives.

The framework was developed by the ASHM International team, using the guidance of the *ACFID Developing an Effectiveness Framework* toolkit (2015)⁴.

Effectiveness Framework Approach

Our effectiveness approach is a continuous cycle of learning and application, driven by the principles of:

- **Analyse:** we collect, manage, validate and analyse data across our programs & projects
- **Learn:** we institutionalise data findings to better understand our programs and projects, reach and impact
- **Inform:** we articulate and communicate our learning internally and externally to create shared learning experiences that benefit our beneficiaries, donors, partners and stakeholders
- **Practice:** we use our learnings to reorient and refine our programs and projects, seeking to improve our practice and strengthen HIV, viral hepatitis and sexual health services globally.

Our Long Term Programs are governed by an M&E Framework (refer to Annex 1). Mechanisms for review of our programs include Program Reviews (internal review, annually) and Impact Evaluations (independent review, three yearly). We report against the M&E Framework and present our achievements, with a focus on outcomes and impact, in the ASHM Annual Reports.

All ASHM International projects operate under an M&E Plan. These plans align with the ASHM International M&E Framework and donor reporting requirements. Mechanisms for review of our projects include Project Reviews (internal review, weekly and external, project specific) and Outcome Evaluations (independent review, project specific). We detail project achievements against the M&E Plan, with a focus on outputs and outcomes, through regular progress reporting (usually six monthly). Measuring and reporting on impact data is dependent on the size and length of the project.

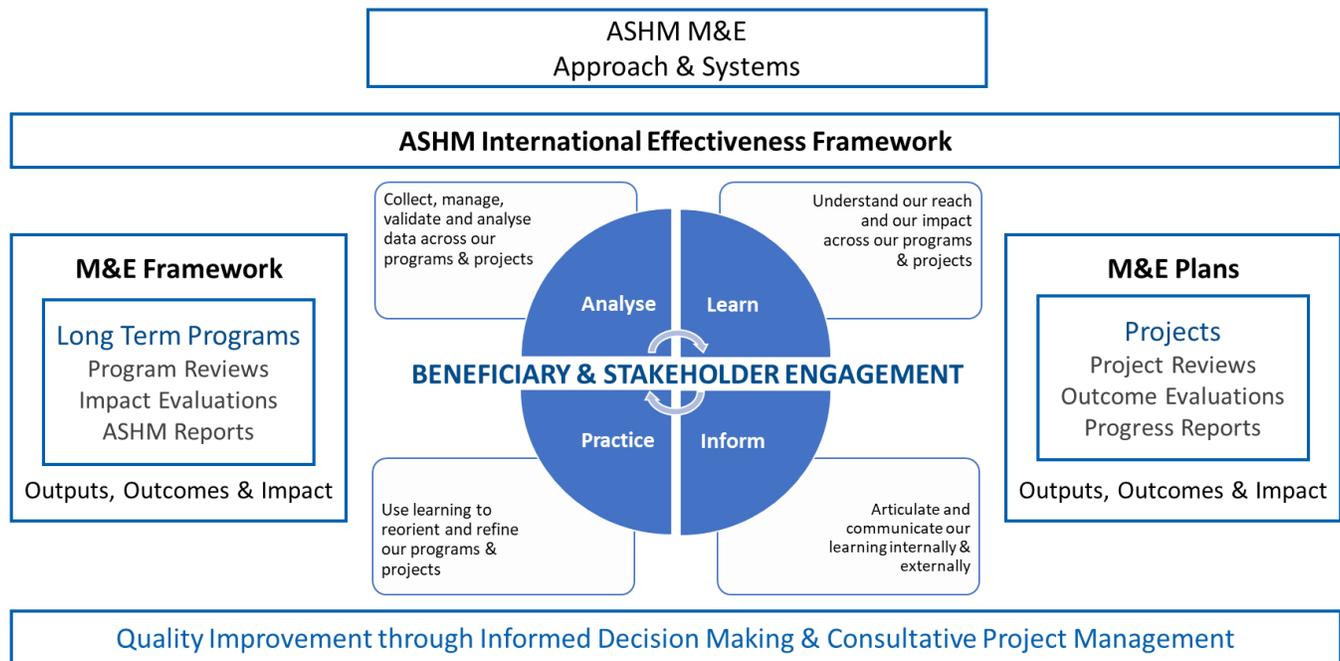
⁴ ACFID & Cordeiro, M. (2015). *Developing an Effectiveness Framework – A toolkit for small and medium sized NGOs.*

The table that forms Annex 2 details our Effectiveness Framework Data Cycle including data collection tools and methods for data management and use across our long term programs and projects.

ASHM International engages with beneficiaries and stakeholders throughout our effectiveness cycle of Analyse, Learn, Inform and Practice. Our beneficiaries include the health workforce, direct health service users and the broader community. And our stakeholders include donors, partners and other agencies working (or invested) in HIV, viral hepatitis and sexual health. To complement quantitative datasets collected through our M&E systems, we collect qualitative data (project impact stories, most significant change stories, partnership experiences) that enable a greater depth of voice for all involved in project design, operations and implementation. The input of beneficiaries and stakeholders is an essential element to ensuring the relevance, effectiveness, efficiency, sustainability and impact of our programs and projects.

The ASHM International Effectiveness Framework is a living document that is reviewed on an annual basis, to ensure its continued alignment with our vision, goals, objectives and activities.

Figure 1. ASHM International Effectiveness Framework



Annex 1: M&E Framework

This ASHM International M&E Framework will provide basis for monitoring, evaluation and reporting of progress over the strategic period 2020-2024. As a living document, this logframe will be revised quarterly and amended to reflect outputs and targets based on current projects and program reach.

Goal					
Develop a sustainable HIV, viral hepatitis and sexual health workforce globally					
Objective 1					
Build a confident and competent health workforce for HIV, viral hepatitis & sexual health globally					
Outcomes	Outputs	Indicators	Targets	Means of Verification	Assumptions
1.1 Confident and competent HIV, viral hepatitis & sexual health workforce within identified priority countries	Health workers in identified priority countries receive needs based clinical training and mentoring in HIV, viral hepatitis and sexual health	# of priority countries in which clinical training and mentoring is conducted	6 Priority Countries	Training Database Training Reports	That health workers are empowered to apply learning from clinical training and mentoring within the workplace. That health systems and structures, including supply of medications and resources, allow positive change in clinical practice.
		# of health workers that receive clinical training by ASHM International ⁵	2020 - 250, 2021 - 450, 2022 - 540, 2023 - 500, 2024 - 500, Total 2,240	Training Database Training Reports	
		# of health workers that receive training by ASHM International in engaging key populations	2020 - 30 2021 - 60 2022 - 60 2023 - 60 2024 - 60, Total 270	Training Database Training Reports	
		# of health workers that receive training by ASHM international in gender transformative approaches	2020 - 30 2021 - 60 2022 - 60 2023 - 60 2024 - 60, Total 270	Training Database Training Reports	
		# of health workers that receive training in enhancing sexual health for people with disabilities	2020 - 30 2021 - 60 2022 - 60 2023 - 60 2024 - 60, Total 270	Training Database Training Reports	
		# of health workers that receive clinical mentoring by ASHM International	2020 - 200, 2021 - 400, 2022 - 540, 2023 - 500, 2024 - 500, Total 2,140	Training Database Training Reports	
		# of health workers that receive clinical mentoring through trained local mentors	2020 - 500, 2021 - 500, 2022 - 500, 2023 - 500, 2024 - 500, Total 2,500	Training Database Mentor Tracing Reports	
		% of health workers that report increased confidence and competence in practice post training & mentoring	100%	Training Tracing Reports	

⁵ ASHM International will report disaggregated data for all trainings including training type and participant reported gender and disability

Objective 2					
Strengthen health systems for universal health access that achieve sexual and reproductive health, especially for women and girls, people with disability and key populations for HIV, viral hepatitis and other blood-borne viruses					
Outcomes	Outputs	Indicators	Targets	Means of Verification	Assumptions
2.1 Demonstrated engagement of service users with HIV, viral hepatitis and sexual health services	Increased user access to quality HIV, viral hepatitis & sexual health services	% of trained health workers that report increased user access for testing	100%	Training Tracing Reports	That increased confidence and competence of health workers, and strengthened health systems, enables improved engagement for users of HIV, viral hepatitis and sexual health services.
		% of trained health workers that report increased user access for treatment	100%	Training Tracing Report	
		% of trained health workers that report increased HIV treatment adherence	100%	Training Tracing Reports	
		% of users that report improved HIV, viral hepatitis or sexual health service delivery	100%	Training Tracing Reports Focus Group Discussions	
		% of trained health workers that report increased service delivery to key populations for HIV, VH and sexual health	100%	Training Tracing Reports	

Objective 3					
Establish platforms and networks for professional development of the HIV, viral hepatitis & sexual health workforce					
Outcomes	Outputs	Indicators	Targets	Means of Verification	Assumptions
3.1 Establishment and uptake of shared learning platforms by HIV, viral hepatitis & sexual health workforce	Demonstrated regional leadership through conduct of regional events and establishment of shared learning platforms for the HIV, viral hepatitis and sexual health workforce	# of regional events conducted for knowledge exchange on HIV, viral hepatitis & sexual health	3	Training Database Event Reports	The HIV, viral hepatitis and sexual health workforce will participate in established events and shared learning platforms designed to meet identified learning and networking needs.
		# of platforms established to enable shared learning for HIV, viral hepatitis & sexual health workforce	1	Established Platforms	
		# of health workers engaged with regional events and established learning platforms	100	Training Database Event Reports Platform Analytics	
		% of health workers engaged with regional events that report improved professional networks at six months	100%	Event Training Reports	

Objective 4	Promote robust HIV, viral hepatitis & sexual health responses based on high-quality strategic information				
Outcomes	Outputs	Indicators	Targets	Means of Verification	Assumptions
4.1 Improved data quantity & quality to inform local, national and global responses for HIV, viral hepatitis & sexual health	Health workers demonstrate improved data reporting and data use to advance clinical practice	# of health workers that receive M&E or surveillance training by ASHM International	50	Training Database Training Reports	That national data reporting systems are established and functional. That health workers are empowered to apply learning on data reporting in the workplace.
		% of services with trained health workers that demonstrate improved data reporting	100%	Training Tracing Reports	
		% of services with trained health workers that demonstrate data use to improve service delivery	100%	Training Tracing Reports	

Objective 5	Support key partner organisations in the region to provide effective leadership and sustainable delivery of quality HIV, viral hepatitis, sexual and reproductive health services.				
Outcomes	Outputs	Indicators	Targets	Means of Verification	Assumptions
5.1 Organisational capacity of key partners enables local leadership and sustainable delivery of quality HIV, viral hepatitis and SRH services	Key partner organisations demonstrate organisational capacity to effectively lead and deliver quality HIV, viral hepatitis and SRH services	# of partner organisations who undertake ASHM organisational capacity assessments	3	Organisational capacity assessment report	Key partner organisations provided with tailored capacity building will lead in local response and deliver sustainable HIV, viral hepatitis and SRH services
		# of partner organisation capacity building workplans completed by 2024	3	Organisational capacity assessment report (completed annually for supported organisations)	
		% of partner organisations with operational policies for PSEAH, child protection, fraud and environmental protection	100%		

ASHM International ensures child and PSEAH safeguards as well as environmental sustainability, gender equality and social inclusion values are central to all project activities and outputs.

All staff and consultants working on ASHM International programs and projects are provided with PSEAH and child protection training and must follow relevant safeguarding ASHM policies and procedures.

Where possible, ASHM International will report disaggregated data for gender, disability and key populations relevant to long term program, projects and context.

Annex 2: ASHM International Data Cycle

Program or Project	Document	Data Collection	Analyse	Learn	Inform	Practice
ASHM International Long Term Programs						
Clinical Training & Mentoring	ASHM International M&E Framework	Training Evaluations Training Database Consultant Trip Reports Mentor Tracing Reports Training Tracing Reports Focus Group Discussions	Annual Program Review (internal) 3 Yearly Independent Evaluation (external)	Team Meetings Mentor Meetings Internal circulation of reports	ASHM Annual Report ASHM eNews Mentor Circulation Network Meetings Conferences	Informed project design Program revision Institutionalise learnings Advance practice
Policy & Guidelines	ASHM International M&E Framework	Training Evaluations Training Database Consultant Trip Reports Developed Guidelines & Policy Documents Training Tracing Reports Focus Group Discussions	Annual Program Review (internal) 3 Yearly Independent Evaluation (external)	Team Meetings Mentor Meetings Internal circulation of reports	ASHM Annual Report ASHM eNews Mentor Circulation Network Meetings Conferences	Informed project design Program revision Institutionalise learnings Advance practice
Linkages & Knowledge Exchange	ASHM International M&E Framework	Training Evaluations Training Database Consultant Trip Reports Training Tracing Reports Established events & platforms Online platform analytics	Annual Program Review (internal) 3 Yearly Independent Evaluation (external)	Team Meetings Mentor Meetings Internal circulation of reports	ASHM Annual Report ASHM eNews Network Meetings Conferences & Other Events	Informed project design Program revision Institutionalise learnings
Monitoring, Evaluation, Research & Learning (MERL)	ASHM International M&E Framework	Training Evaluations Training Database Consultant Trip Reports Training Tracing Reports Research Ethics Reports	Annual Program Review (internal) 3 Yearly Independent Evaluation (external)	Team Meetings Mentor Meetings Internal circulation of reports	ASHM Annual Report ASHM eNews Network Meetings Conferences	Informed project design Program revision Institutionalise learnings
ASHM International Projects						
All ASHM International Projects	Individual M&E Plans that align with long term program and donor requirements	Project M&E Databases Training Evaluations Training Database Consultant Trip Reports Mentor Tracing Reports Project Research	Determined by length of project Continuous project monitoring Mid & end of project evaluations	Team Meetings Mentor Meetings Internal circulation of project reports	Project Reports Donor Meetings ASHM Annual Report ASHM eNews Conferences & Other Events	Informed project design Institutionalise learnings