South African National AIDS Council

(SANAC)

Civil Society Sector (CSS) Needs Assessment and Capacity Building Strategy

August 2015

KPMG Services Proprietary Limited

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This report contains 104 pages

Contents

1   Introduction

The South African National Aids Council (SANAC) commissioned KPMG Services (Pty) Ltd (KPMG) to conduct a needs assessment and develop a capacity building strategy for the Council's civil society sector (CSS) involved with the national response on HIV/AIDS, STIs and TB in South Africa. This work was requested by the Board of Trustees to provide insight into the capacity of sectors to receive and account for funding. It was also requested by the CSSs themselves to identify areas where sectors need strengthening to optimize their participation in SANAC.

The primary aim of the capacity needs assessment is to strengthen CSS participation in SANAC. The assessment also aims to provide insight into capacity constraints and/or enablers of sectors, in relation to the expectations outlined in the National Strategic Plan (NSP) and other procedural and governance policies. The overall objectives of the capacity needs assessment are:

1. To assess current functionality of the SANAC CSS and identify organisational and programme implementation capacity gaps and needs to deliver on the CSS goals and mandate.
2. Based on the capacity needs assessment results, develop a realistic, feasible and time-bound Capacity Development Strategy that would reflect strategies to strengthen:
    a. CSS governance and coordination including management, accountability, communication and feedback mechanisms,
    b. Capacity of the CSS as a collective to implement programmes within the NSP 2012-2016.

This report details the capacity needs of civil society, based on reflections from multiple stakeholders in SANAC.

2 Background

SANAC was formed in January, 2000 to provide stronger political leadership in the response to the high incidence and prevalence rates of HIV/AIDS, TB and STIs in the country. The Council was mandated to coordinate South Africa's response to the epidemic, bringing together the voices of government, civil society, business and all identified vulnerable groups. This aimed to ensure a comprehensive and sustainable approach to the country's response. The aim of SANAC, with particular focus on civil society, is to encourage participation of all sectors in the coordination and monitoring of a multi-sectoral national response to HIV/AIDS, TB and STIs. This is outlined in the NSP, the plan which drives the national response for all stakeholders.

Due to the need to improve decision making, communication and accountability of civil society sectors (CSS), SANAC established a Civil Society Forum (CSF). The CSF brings together all 18 civil society sectors (see Table 1) in order to facilitate and maximise the participation of civil society networks in SANAC. The CSF thus represents CSS on various SANAC bodies[1]. The ultimate goal of the CSF is to strengthen the HIV/AIDS, STI and TB response by ensuring that civil society voice is a driving force and integral component of government decision-making and policy development on HIIV/AIDS, TB and STIs.

Table 1: SANAC civil society sectors

1	Children	10	Men
2	Disability	11	NGOs & CBOs
3	Faith-based organisations	12	People living with HIV & AIDS
4	Health professionals	13	Sports, Art and Culture
5	Health related academic & research organisations	14	Sex workers

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[1] SANAC bodies include Plenary, Programme Implementation Committees, Technical Task Teams, Global Fund Country Coordinating Committee, NSP Financing Committee etc. Found: New governance structures from the South African National Aids Council as approved by the SANAC Sector Leaders Forum held on 17 August 2012. Recommended by current CEO Dr. Fareed Abdulla and Approved by then Deputy President Mr. Kgalema Motlanthe.

6	Higher education	15	Traditional - Health Practitioners/ Healers
7	Labour	16	Traditional Leaders
8	Law and human rights	17	Youth
9	LGBTI	18	Women

Concerns regarding the capacity of CSS to participate meaningfully in all of SANACs structures, have been raised, both internally within SANAC and externally by reviewers - in the last 5 years. Both have noted that the lack of a focussed mandate and a shortage of resources have impacted on the ability of the CSS to fulfil their mandate. Some key issues that have been documented in previous reports[2] include:

- Weak organisational and coordination capacity,
- Weak programme implementation and capacity as a collective,
- Limited technical and financial resources,
- Weak CSS support systems.

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[2] CSS Audit report (2011)

3 Approach

This engagement was approached in 4 phases. Below is a breakdown of each phase.

Figure 1 Engagement approach
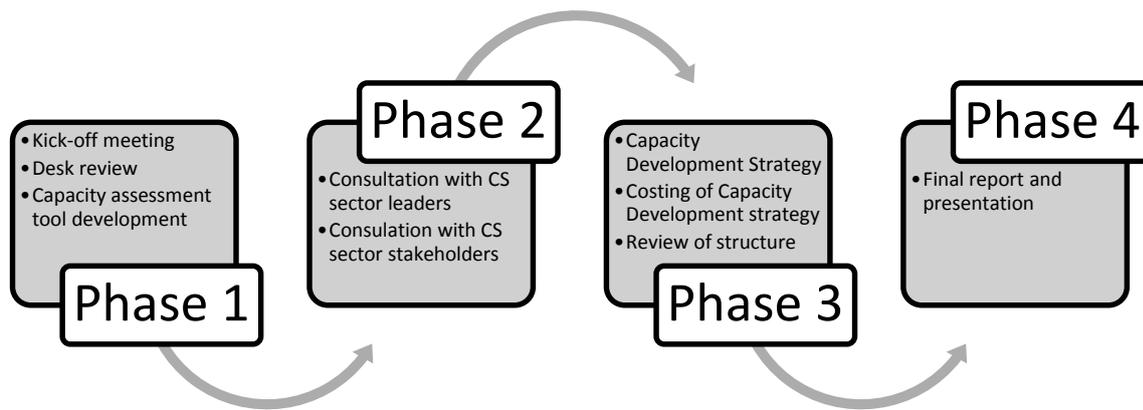
Phase 1

The first phase of this engagement entailed a kick-off meeting between SANAC and KPMG. During this meeting the scope as well as expectations, roles, responsibilities, and timeframes were clarified. SANAC provided KPMG with the relevant background reading for this project and a list of required interviews.

This was followed by a desk review of existing policy and programme documents and guidelines pertaining to the functioning of the CSS. This consisted of a review of a number of documents which included but were not limited to:

i. National Strategic Plan on HIV, STIs and TB (2012 – 2016)
ii. New Governance Structures for the South African National AIDS Council (August 2012)
iii. SANAT Annual Report (2012 – 2013)
iv. National SANAC Committees Draft Procedural Guidelines (2012 and 2014)
v. Previous audits and evaluations
vi. Civil society sector Plans

Two capacity assessment tools were developed (see Annexure A1 and A2) in order to gain the relevant information to inform the capacity needs assessment. The first tool was used in interviews with CSS

leaders and the second tool was for stakeholders. The tools were designed as semi-structured discussion tools, used as a guide for the interviewer to gain the required information. The tools were intended to assist the interviewer gather information regarding the capacity needs of each CSS in fulfilling their respective mandates, towards achieving the objectives of the NSP. The final tools were informed, reviewed and approved by the SANAC project team.

Phase 2

A total of 45 key stakeholders and leaders were interviewed. The majority (over 90%) of the interviews were completed face-to-face and the rest were conducted telephonically.

Table 2: Interviews

	No. of interviews	Notes
Sector leaders	24	Sector leaders from 16 of the 18 sectors were interviewed.
Stakeholders	21	Stakeholders interviewed included: 9 Government officials; 5 SANAC board members; 4 SANAC secretariat staff members and 3 Donor agency representatives. The full list is provided in table 3 below. The key stakeholders who were not available for the interview were the Deputy Minister of the Department of Social Development, the Director General of the Department of Health, and the Deputy Chairperson of the Northern Cape (Provincial) Aids Council.
Total interviews	45	

Table 3: List of stakeholders interviewed

Stakeholder	Position/Department/Organisation
Dr Nevilene Slingers	SANAC
Dr Liz Floyd	Head of PCA - Gauteng
Ms M Poolman	Head of PCA - Western Cape
Dr F Ndlovu	Head of PCA - KZN
Mr Bandile Sizani	Deputy Chairperson PCA - Eastern Cape
Bishop Gordon Mthembu	Deputy Chairperson PCA - Mpumalanga
Dr Nkhensani Mathabathe	UNAIDS
Ms Tabita Ntuli	UNAIDS
Mr Mohamed Enver Surty	Deputy Minister of Basic Education
Dr Faith Kumalo	Dept. of Basic Education
Dr Sipho Senabe	Dept. of Public Service
Dr Yogan Pillay	DDG: Health
Maren Lieberum	GIZ (German Donor)
Zak Yacoob	SANAC Board Chairman
Dr A Ntsaluba	SANAC Board
Dr N Simelela	Presidency
Ms Vuyiseka Dubula-Majola	SANAC Board
Rentia Agenbag and Keith Mienies	SANAC secretariat

Fareed Abdullah   SANAC CEO and board member

Matseliso Pule   SANAC M&E

The protocol observed to secure the interviews with the interviewees is outlined in Figure 2 below.

Figure 2: Process for interview scheduling
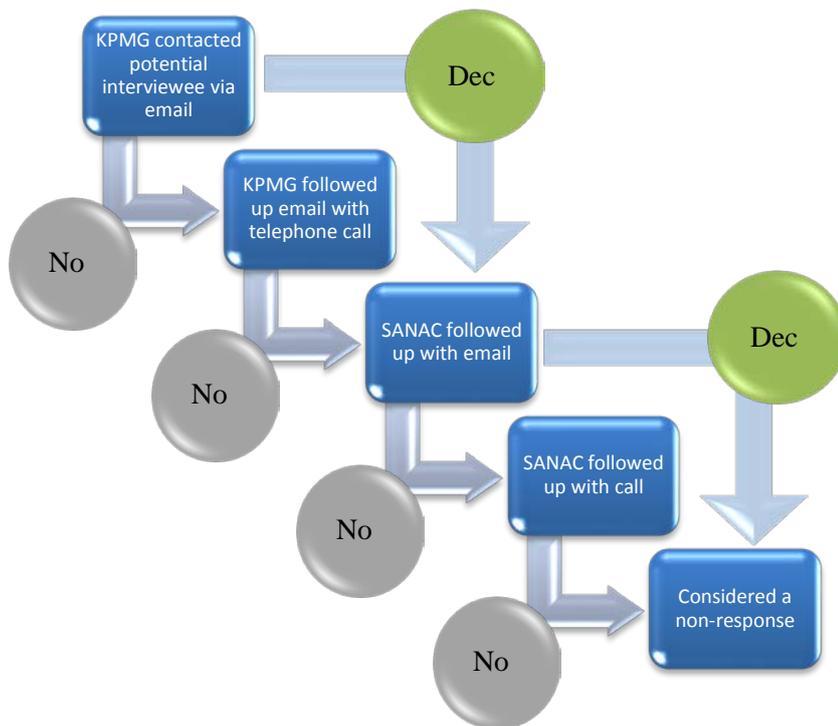
Phase 3

This was followed by development of a capacity development strategy with recommendations on how the current structure of SANAC could better support civil society meet their mandate with respect to the NSP. The strategy is comprised of consolidated feedback from the interviews, the desk review, and a two-page sector report for each sector (see Annexure A3). The strategy concludes on the status quo regarding overall capacity in each sector. The recommendations for the overall capacity development strategy are informed by the outcomes of the sector reports.

KPMG has also developed a costing tool which provides all stakeholders of SANAC with insight into the costs associated with implementing the capacity development strategy.

The draft strategy was submitted to the SANAC secretariat which they distributed to other SANAC stakeholders i.e. SANAT, CSS leaders, Government, according to their discretion.

The deliverables of this phase were:

» Draft capacity development strategy

Phase 4

KPMG then presented the outcomes of the draft capacity development strategy to the SANAC secretariat. Inputs from these initial meetings with the SANAC secretariat were incorporated into presentations of the draft capacity development strategy to other SANAC stakeholders including:

  i.   Advisor to the Deputy President
 ii.   SANAT
iii.   CSS leaders at the SANAC *legotla*

The purpose of the consultative sessions were to:

- Present and discuss the strategy
- Discuss key findings from the assessments
- Gain consensus on the recommendations
- Ensure buy-in and ownership of the strategies by all stakeholders

The outcomes of these consultative sessions are incorporated into the final capacity development strategy report (this document).

The deliverables of this phase are:

» Final Capacity Development Strategy (costed)

4   Overall findings

4.1   National Context of HIV/AIDS Epidemic

The national context for the HIV/AIDS, TB and STI epidemic has changed from when SANAC was first established in 2000. Government has adopted the National Strategic Plan based on broad consultation and prioritized the roll-out of treatment. While still the largest in South Africa, the epidemic has stabilised. This, along with established SANAC channels for communication between government and civil society, has resulted in a reduction in tensions between government and civil society.

The more stable policy environment, some argue, has resulted in complacency and a reduced civil society policy focus. The current and pending withdrawal of funding for NGOs by donors has triggered a scramble for resources, creating tension and a break down in trust both between civil society sectors and between sectors and the secretariat.

The DOH has expressed uncertainty about the current role of SANAC in a national landscape shifting from vertical to integrated programme delivery - in a bid to improve the affordability and sustainability of service delivery. It alludes to the possibility of creating a new health advisory body that provides oversight to the full range of communicable and non-communicable diseases in a more integrated fashion.

Some further hard-hitting messages from DOH will need to be considered by SANAC in reviewing ways to strengthen the role, effectiveness and efficiency of the Council:

 DOH frequently by-passes SANAC to both consult and fund unaligned NGOs, clinic and hospital boards. It is also evident that the secretariat, at times by-passes the Civil Society Forum to consult NGOs not part of the Forum. These steps are frequently taken to increase the speed of decision making, avoid prolonged negotiations. DOH, in particular, queried the current representivity and authenticity of CSS voice, provided through the Forum.

There is, generally, a perception in government that SANAC's focus has shifted away from partnership building to fund management. Also, that SANAC strategy, structures and processes for civil society participation, have been neglected.

DOH expressed the view that going forward:

- The role of CS should be social mobilisation (advocacy) for testing, treatment and condom use; and that

- Provincial, district and local council structures are critical to improving SANACs relevance.

Conclusion

There is a breakdown in trust between partners – SANAC secretariat, civil society and government that will need to be addressed before attempts at moving SANAC forward into a new era, are made.

The National context demands:

- Mutual agreement with government on core functions: Joint strategic planning – SANAC: Government

- Strengthened policy advisory and advocacy functions

- Improved efficiency in decision making in all SANAC structures, particularly Plenary and CS Forum

- More credible, cohesive, CS representation

- Increased community participation

- Strengthened PACs, DACs and LACs

4.2 Current Strategy for Civil Society Participation

As a first step in assessing the capacity needs of each sector, a review of the SANAC strategy for CS was conducted. In particular, the Procedural Guidelines, present an historical view (2008) and current thinking about the mandate of CS (2014, 2015). This exercise laid the foundation for the assessment. .

4.2.1 Approach to civil society sector strategy

It is evident from interviews and documents reviewed that broadly speaking, CS may have a role to play in the following key areas:

- Advocacy – influencing and advising government on policy, including generating information to support a position being advocated

- Project and Programme planning and implementation - including planning of campaigns and media to influence public perception on the epidemics

- Enabling consultation with people and communities on the ground

- Monitoring and evaluating progress/ changes

This classification of roles of CS is presented for purposes of the discussion on mandate. In reality, there is likely to be overlaps in the various roles. For example, a campaign that aims, primarily, to reduce HIV/AIDS related stigma among the public, may also aim to influence government policy, in this regard.

4.2.2   Civil society sector mandate

The mandates for CSS (Draft Procedural Guidelines, 2014/15) contains the following key points. They are expected to:

- Develop inclusive networks,
- Select representatives through free and fair election,
- Actively engage in planning and implementing programmes and interventions,
- Generate strategic information and awareness,
- Enable consultation and normative guidance
- To hold all partners accountable,
- Monitor and quality assure all CS programmes by establishing and resourcing a system for overseeing and reviewing programmes - "a watchdog mechanism"

It is notable that this mandate is clear on programme planning and implementation roles of CSS, as well as monitoring and evaluation but is vague on the possible advocacy role of CSS.

This is also a much broader role for CS than that described in the Procedural Guidelines (2008). The role of the 'Sectoral Coordinating Committees' is described in this document as:

- Sector coordination and review and
- Providing sector-specific information to the programme implementation committee (PIC).

This mandate implies a greater focus for sectors on advocacy, and the information from communities, that would support this.

4.2.3   The Civil Society Forum mandate

It appears from data reviewed that SANACs strategy has been to strengthen CSS participation in the Council. The CS Forum was established in 2012, with this in mind. According to Draft Procedural Guidelines, 2014, the objectives of the CSF are to bring together representatives from all 18 sectors to:

- Streamline and coordinate the CS HIV and TB response and contribution to the NSP 2012-2016 and HLM targets achievement;

- Monitor progress of the NSP implementation and hold SANAC constituencies accountable including the CS sectors themselves;

- Create a platform for strategic information exchange to guide the CS response and actions;

- Support joint strategic thinking, build positions and advocate on key issues with the government and other stakeholders;

- Ensure that civil society perspectives, experiences and concerns of all sectors are collated and communicated through the relevant SANAC committees, structures and processes

It is clear from the above mandate that the role envisaged for the Forum is to involve CS in all 4 components of CS activity, outlined at the beginning of this section (advocacy, implementation, consultation and M&E).

4.2.4   Conclusions on strategy for civil society sector strategy

While changes in the national context discussed above, demand more efficient and focussed civil society participation, the mandate for CSS and CSF, explicitly or implicitly, has grown. It has expanded since 2008 from a more focussed advocacy role to one that includes implementation and monitoring and evaluation of NSP implementation.   It is also evident that concerted effort has been placed on strengthening and coordinating CS participation in the Council, through the Civil Society Forum.

It is likely that, since 2007, the rigour of CS participation was reduced by several phenomena. The departure of several prominent CS leaders once the policy environment for HIV/AIDS, TB and STIs became more stable, will have undermined CS participation. In addition, the shift away from a policy focus and atmosphere of competition for resources, related to the withdrawal of donor funding, discussed above, will also have fragmented CS voice. The broadening of CS mandate and creation of the Forum were attempts to strengthen CSS participation, in the face of these challenges. The impact, however, has been to further pressurise and fragment already limited resources.

 The following section presents more detail on findings related to CSS capacity to participate in SANAC, relative to the expanded mandate.

4.3 Current Civil Society Sector Systems and Processes for Civil Society Participation

This section presents findings, based on interviews and documents reviewed, regarding processes and systems in place that enable the performance of CSS, in meeting their mandate. The effectiveness of systems and processes is assessed by the outcome evident in sector performance.

4.3.1 Civil society sectors

Many sector leaders expressed concern in interviews about the ability of sectors to deliver on the broad mandate, outlined in the draft 2014 Procedural Guidelines, as discussed above. Interviewees emphasised that simply holding a sector together by coordinating and communicating basic information on a regular basis, is resource intensive. Planning and implementing a programme with the involvement of multiple sector players, requires funding beyond that which any individual NGO is typically able to provide. Sector leaders frequently noted a divide between better resourced sectors, usually with secretariats in place (5 in total), who are better able to deliver on this mandate, and poorly resourced sectors who are able to deliver only on parts.

As already reflected above, stakeholders, too, expressed disappointment that the opportunity offered by SANAC for CS to engage senior government policy-makers is not optimally captured by CSS or the Forum, as a whole. In the words of one development partner,

"I expect more advocacy, more speaking out, more holding government accountable, more working with government where things are working, more monitoring of NSP implementation. CS should know where the country is in meeting targets. They need to know the epidemic, know the gaps in South Africa. We [sic] (the country) produces so much research and evidence. To know it and use it for advocacy – this is how you have an impact…"

In order to objectively assess the overall performance of CSS against the full mandate outlined in the strategy section, key systems and processes that would need to be in place in order for sectors to deliver on the full mandate, were identified. These systems and processes are regarded to be basic requirements for any grouping to carry out activities in the line with the expanded mandate – and are outlined below:

- Processes to ensure representative governance structures
- Processes to ensure accountable governance structures
- Sector-level strategic planning
- Systems for communicating/discussing sector mandate,

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- Sector M&E systems,
- Systems that support sector coordination,
- Sector administrative support

The extent to which each sector has these basic requirements in place was assessed. The findings are presented below:

1. Processes to ensure representative governance structure

A process would need be in place in each sector to ensure that representative governance structures are in place, in order to meet the expanded mandate. A minimum of one summit in a 5-year NSP period, whereby sector leadership are elected in a free and fair process, was identified as a basic requirement.

Finding: From the reviews and interviews conducted, it was determined that fourteen of the sixteen sectors interviewed, meet this requirement, although not in a consistent manner. Two sectors, namely the Human rights sector and Research sectors had self-appointed governance structures. This is not necessarily problematic, but means they do not speak or act on behalf of a constituency. In the cases where sectors had, in fact, elected a leadership structure they were regarded as meeting the minimum requirements.

2. Accountable governance structure

To meet the expanded mandate, an accountability mechanism should be in place that enables two-way communication between sector leaders and their constituencies regarding positions to be taken, developments on the ground, outcomes of meetings, etc. – more than once per year. This may be in the form of meetings or alternatively, sector-wide electronic or telephonic communication.

Finding: Only 4 sectors had sector-wide communication, related to HIV/AIDS activity in the sector, more than once a year. These sectors are Children, Labour, Faith and HEAID.

3. Processes for Communicating the mandate

SANAC should have in place a process to communicate, discuss and negotiate the mandate with CSS. This may be through written guidelines, electronic or verbal communication at meetings, fora or conferences.

Finding: All sectors (sixteen out of sixteen sectors) expressed a basic understanding of their mandate (as discussed earlier). While some sectors discussed the objectives and roles that the individual NGOs were playing they also had insight into broad sector objectives and role of sector leadership in

coordinating the sector. Many expressed concern about the demands created by a perceived expectation that they get involved in programme implementation as well advocate on behalf of their constituents.

4. Sector planning processes

A process for developing sector plans that align both with a mandate and with the NSP, would need to be in place, for sectors to perform, in a basic way, against the expanded mandate discussed above. Each sector which was interviewed was requested to submit a sector plan

Finding: .Of the 16 sectors, only 14 submitted sector plans The sector plans were very comprehensive, often with too much orientation toward individual organisations' programme implementation. Many plans had less of a focus on sector coordinated strategy. It was evident, however, that there is a process in place for developing sector plans. Also, that sectors have adequate capacity in terms of skills for drawing up sector plans.

5. Monitoring and evaluation systems

Monitoring and evaluation systems and skills would need to be in place for a sector to provide the kind of M&E input envisaged in the expanded mandate.

Finding: Only 1 sector (HEAID) had satisfactory M&E skills and systems in place at the time of review, to meet this minimum requirement. Sector capacity for developing monitoring and evaluation systems is, therefore, considered to be inadequate. Sectors are, typically, made up of lose networks of NGOs which, jointly, have limited sector- level systems capability. In addition, many sectors expressed concern about frequently submitting plans to the secretariat, with no follow-up. This alludes to a lack of capacity in the secretariat, to support CSS. Sectors were frequently not aware of contributions made by other sectors.

6. System for supporting coordination of sector-level activity

Systems for the coordination of sector leaders to participate in SANAC committees, the CS Forum as well as overall coordination for planning and implementation of programmes and data requirements for M&E, would need to be in place, for sectors to meet the expanded mandate.

Finding: Only 5 of the sectors, those with secretariats, performed reasonably well in this regard. These are; Children, Faith based organisations, HEAIDS, Sex workers and Women. The remaining 11 sectors expressed an urgent need for coordination support, in order to participate meaningfully within SANAC. Concern was frequently expressed about Secretariat capacity to support sectors.

7. Administrative support systems

For sectors to meet the expanded mandate effectively, systems for administrative support would need to be in place. This would involve taking and distribution of minutes, distribution of discussion documents for input, coordinating leaders to attend SANAC meetings and Fora, booking of flights and other travel arrangements.

Finding: For sectors with secretariats in place (5 in total), these activities were often absorbed by the host organisations administrative staff. This generally placed a burden on organisations already operating at maximum capacity and, at times, not funded by SANAC to carry out this role.

8. Funding for travel

Even if kept to a minimum, meeting the expanded mandate discussed above, would require a substantial amount of travel, nationally and within the home province. Summits for electing leadership require travel, programme planning and certainly implementation, require travel. Participation in SANAC committees and fora, also require the physical presence of sector leaders. So for sectors to meet the expanded mandate effectively, financial support for travel would be needed.

Findings: Sector leaders expressed appreciation for the travel allowances, already made available by the secretariat, to attend Fora, and official SANAC committee and programme related meetings. This was one area where there was general consensus about the importance of the support provided by the secretariat. Concern was, however, expressed about the management and procurement of such travel. Sectors felt that travel policies should be in place in order to ensure the best service provider was utilised and at a reasonable cost. The policy would ensure fair and equal treatment of all members of SANAC committees. They also highlighted that this kind of financial support was not made available, or was inadequate, for attendance of programme implementation meetings. We conclude, therefore, that processes for funding travel to meet the expanded mandate, is partially in place.

4.3.2 Conclusions

Basic processes and systems that enable effective participation of CSS in SANAC are clearly in place, in particular instances. These include for ensuring representative governance structures, communicating mandate, sector planning and funding participation in certain strategic events. There are, however, a number of key areas that need strengthening, to improve CSS participation. In particular, mechanisms to improve accountability of sector leaders, need to be improved and systems for coordination and administration, strengthened. In addition, M&E skills and system needs, as well as CSS travel funding needs, to support a revised mandate, will need to be clarified and strengthened, for more meaningful participation of CSS in SANAC.

This finding is similar to the conclusions from previous reviews (Mid-Term Review 2011, and SANAC CS Audit report). It is evident that some of the recommendations from the CS Audit report, to strengthen the capacity of CS, have been implemented in the last 4 years:

- CSF was established in 2012. From interviews with stakeholders and a review of Forum minutes, it is difficult to identify ways in which the Forum is meeting its' key objectives. Many sector leaders identified that the Forum was useful for sharing information regarding activity on the ground. From minutes reviewed, though, it appears that while sector activity is sometimes reported on, there is extensive discussion of challenges, without any action or intervention agreed on. Contribution of CS to the response is rarely reflected on.   The review of minute's shows, further, that concern about attendance and representivity of the Forum was regularly raised by participants. This, despite the fact that attendance is funded and sometimes carried out by teleconference. This likely reflects demoralisation among CSS leaders, alluded to earlier in the report. In addition, there does not appear to be an agenda item (matters arising) that enables report back on activities/responsibilities, agreed on in previous meetings. Accountability is therefore, not embedded in Forum procedures. These outcomes do raise questions about the value for money of the estimated R 4. 5 million invested in the Forum to date.

- The secretariat was established with a unit for CS support. The unit also, though supports government and business and is under resourced (2 of 6 posts filled).

- An M&E unit has been established in the secretariat. Support mechanisms from that unit into CSS, though planned, are not yet in place.

5   Overall Conclusions

National Context – The HIV/AIDS, STI and TB epidemics are more stable, as is the overall policy environment. There is, as a result, a lack of clarity between stakeholders regarding the overall SANAC mandate. In addition, a break down in trust between partners, CSS and the secretariat is impacting on the effective participation of CSS. Paramount, going forward, is improving efficient access to credible CS perspectives, participation and the strengthening of a multi-sectoral response to epidemic, particularly at provincial and local levels.

Strategy – There is an urgent need for the realignment of SANAC partners. This should include the clarification of the strategic and key focus areas of SANAC, to better align with the above national context. This should inform and provide clarity to a revised mandate for civil society – which is currently not aligned with national needs and ambitious relative to CSS loose organisational form, demoralisation and resource availability. A culture of transparent and participatory decision making needs to be deepened across the organisation.

Processes and systems – Initiative is required to capacitate and support CSS to meet a revised mandate. To avoid penalising sectors which already have secretariats in place, support from the secretariat should be available to all 18 sectors, should they wish to use it.

6   Capacity Development Strategy

This section presents a strategy designed to strengthen capacity of CS to participate in SANAC.

We have suggested a series of changes to the SANAC strategy, systems and processes, based directly on areas identified in the needs assessment, as being in need of support. These interventions are designed to establish an improved working relationship between SANAC and CS, ensure effective participation of CS and improve the capacity of CS to deliver on their mandate. Ultimately, these should improve the collective response of SANAC and CS to the HIV, TB and STI epidemic; and in turn the implementation of the NSP.

6.1   Rebuild Trust between Civil Society Sectors and the SANAC Secretariat

The challenges experienced by both CS and the secretariat have created tension and a sense of mistrust between the two. KPMG strongly recommends that building the relationship and restoring trust should be the foundation for implementing this capacity building strategy.

A facilitated trust building session should be held between a small group of representatives from civil society, including the chairperson and deputy chairperson, and a small group of representatives from the SANAC secretariat, including the CEO and other regular CS liaisons.

KPMG envisions a one-day session, facilitated by an independent party with no interest in the outcome. A facilitated session will provide the opportunity for the issues between CS and SANAC secretariat to be dealt with in an open, controlled and constructive manner. KPMG suggests making use of an entity such as the CCMA to conduct such a session.

Conciliation process

Conciliation is a process where a commissioner meets with the parties in dispute, and explores ways to settle the dispute by agreement. At conciliation a party may appear in person or only be represented by a director or employee of that party or any member, office bearer or official of that party's registered trade union or registered employer's organisation. The meeting is conducted in an informal way.

The commissioner may begin by meeting jointly with the parties and asking them to share information about the dispute. Separate meetings between the commissioner and each party may also

be held. Parties are encouraged to share information and to come forward with ideas on how their differences can be settled. The commissioner may also put forward suggestions.

A Source: CCMA, http://www.ccma.org.za/

Both parties should provide feedback to their constituencies regarding the trust building session. It is imperative that the parties display commitment to the process, the outcomes and to the implementation of recommendations.

6.2 Conduct a Strategic Reflection Session with all SANAC Partners, to Realign Strategic Focus

Despite recent strategy sessions, KPMG recommends that following the trust building session, a facilitated joint strategic reflection session should be held between all SANAC partners. This provides the opportunity for the group to review strategy from a new perspective following the trust building session.

KPMG envisions a two-day joint strategic reflection session involving all partners to review the past and agree on the future role of SANAC in coordinating the HIV/AIDS, TB and STI response and why and how CS should be contributing towards that role. The importance of having an external party facilitate this session cannot be emphasised enough. Some key justifications for having an external facilitator include:

- This strategy session should be considered a turning point in the engagement between SANAC and civil society. To ensure that the outcomes of the session include concrete decisions and overall buy-in into the way forward, the session will require a highly focused and efficient approach.
- A single trust building session between the parties cannot be expected to 'cure all ills'. The facilitators will, however, be able to encourage ongoing trust building in the session. Discussions can be facilitated in such a way that previous issues which are considered resolved are not resurrected.
- Making use of highly skilled professionals to facilitate the session, which comes at the dawn of a re-established relationship, will emphasise the commitment to making things work.
- Lessons learnt through being exposed to the approach taken by the external facilitators will build the capacity of all involved, improving the approach to future strategy sessions.

Some of the key agenda items which should be included in the strategy session are:

- The purpose and value of a strategy (presented by facilitators to set the tone and emphasise the importance of the session)
- Redefining the mandate of civil society (see Recommendation 6.3)
- Embedding a culture of consultation and participation of CSS and the CSF (See Recommendation 6.6)

KPMG encourages SANAC and Civil Society to make attendance at the strategy session compulsory. Invited participants should be informed that key decisions will be made at the session and that every sector should be represented. It should be clearly communicated with all parties that should a sector and/or individual choose not to be represented, they are forgoing their opportunity to contribute and participate in the making of these key decisions; and future correspondence on decisions made at the strategic session will not be entered into on the account of absenteeism.

6.3   Redefine Mandate of the Civil Society Forum and Sectors

KPMG recommends that the mandate for the CS Forum and sectors should be narrowed to focus only on advocacy and participation in policy advice. A potentially redefined mandate may be as follows:

Civil society, through the SANAC civil society forum, should participate in policy advice, as a representative of South African communities. Civil society has the responsibility of advocating for the needs of local communities; through the provision of information, insight and advice which ensure that policy is responsive to current and relevant community issues regarding HIV, TB and STIs.

The redefined mandate should be presented at the aforementioned strategic reflection session. A dedicated session should provide for:

- Presentation of the redefined mandate
- Justification of the redefining the mandate
- Defining the parameters of the new mandate
- Commentary on the redefined mandate
- Finalisation and acceptance of a new mandate

The redefined mandate should be published and adopted by all sectors.

The current mandate is documented in the procedural guidelines. However, the last two sets of procedural guidelines have remained in draft form and have never been officially adopted. This creates

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an air of uncertainty and an unwillingness to accept the contents of the guidelines. Therefore, finalisation of the procedural guidelines is of utmost importance in ensuring that the new mandate, amongst other components of the guidelines, is adopted.

KPMG recommends that SANAC secretariat clearly define their role in supporting CS in their advocacy role. In order to support CS in their advocacy role, SANAC should be responsible for financial contributions towards the following:

- Large advocacy events hosted by SANAC.

These events are commonly large rallies, such as the World AIDS Day. SANAC should cover the costs for the CS sector leaders to attend these events.

- Smaller advocacy processes hosted by SANAC.

These include any process in which SANAC engages which may require input from one or more of the CS sectors. For example, discussions on the Global Fund Concept Note should involve CS representatives. SANAC should cover the costs for the relevant CS representatives to contribute towards these processes.

- Large advocacy events hosted/initiated by a civil society sector.

KPMG has suggested that SANAC set aside a pool of money which can be allocated to supporting CS in hosting large advocacy events. The money should be awarded through an application process.

- Smaller advocacy process hosted/initiated by a civil society sector.

KPMG has suggested that SANAC set aside a pool of money which can be allocated to supporting CS in hosting smaller advocacy processes. The money should be awarded through an application process.

To ensure a common understanding of the role CS has within their mandate, KPMG suggests that SANAC identifies an advocacy training programme. This will ensure a common understanding regarding what advocacy is, its purpose, how it can be most effectively used etc. Furthermore, the advocacy training should include a component of using data collected through routine M&E activities to inform advocacy efforts.

6.4 Improve Efficiency in Decision Making when Consulting with Civil Society

Currently, decision making with the CS sectors is confined to the CSF. Unfortunately the size of the CSF makes decision making difficult and inefficient. However, the importance of CS's voice in

advocating for policy is regarded as a high priority. Therefore, assuming that the structure of CSF engagement will remain as it is now, KPMG recommends the following in order to improve the efficiency of decision making.

Civil Society Forum

To ensure that the CSF creates the opportunity for strategic input from sectors into the policy discourse, its purpose needs to be documented and well understood by all involved; it needs to be well planned; effectively facilitated and well attended. The mandate of the CSF should be very clearly reflected in the agenda. The facilitator should ensure that ground rules for engagement during the Forum are agreed on and abided by so that these outcomes are achieved.

CSF coordinating committee meetings

Prior to a Civil Society Forum, a CSF coordinating committee meeting should be held. The purpose of this meeting is to ensure careful preparation and planning for the CSF. The CSF coordinating committee is made up of no more than 10 people who represent both CS (including the chairperson and deputy chairperson) and the SANAC secretariat.

Important agenda items and outcomes for this meeting include:

- A clear and detailed CSF agenda should be developed with an emphasis on matters arising to follow-up on activities previously discussed and agreed
- Logistical arrangements
- Potential issues arising between CS and SANAC should be dealt with at this meeting rather than in the larger forum

It may, in some instances, be necessary to have two CSF coordinating committee meetings prior to a forum to ensure that feedback on outcomes of the first meeting are addressed (e.g. the agenda, newly arising issues etc.).

Sector preparation for CSF meetings

KPMG has suggested that the secretariat is resourced with dedicated Civil Society coordinators allocated to support specific sectors (see recommendation 6.5). Part of the CS coordinators role will be to ensure that the sector leaders, from their allocated sectors, prepare for the CSF and are present at the forum as one voice.

Prior to each CSF, the coordinator should arrange a meeting (either physical or telephonic) between the three CSS leaders, for each of their allocated sectors. The purpose of the meeting will be to discuss the

sectors stand-point on agenda items and discuss issues arising in their sector which they feel should be taken up at the forum. Ultimately, the goal of these meetings are to ensure that all three sector leaders appear at the forum with one voice and do not introduce conflicting views. Furthermore, should one of the sector leaders not be able to attend the CSF, they have still had the opportunity to contribute towards the discussion and be represented at the forum by their colleagues.

6.5 Allocate Dedicated Resources to Support Civil Society in Delivering on their Mandate.

In order to provide civil society with the support they require to fulfil their newly defined mandate KPMG has identified five posts required within the SANAC secretariat:

- 3 CS Coordinators
- 1 M&E officer
- 1 Administrator

CS Coordinators

CS coordinators will be dedicated to supporting CS sectors in working toward delivering on their mandate. Each CS sector will have a dedicated coordinator with whom they can communicate. Each of the three coordinators will be responsible for six sectors. The sectors should be divided up amongst the coordinators taking into account the workload associated with specific sectors. The sector allocation to coordinators should be based on (i) the size of the sector and the amount of support they require and (ii) relevant experience of the coordinator.

It is difficult to determine the exact workload of the CS coordinators due to the diversity of CS sectors. Therefore, we would encourage SANAC to remain fluid in how they structure the CS coordination. In an attempt to deepen participation of CSS in Secretariat decision making, we would, in addition, recommend that Forum or sector leadership are invited to sit on interview committees to input into the appointment process. Acceptance of coordinators by the sectors they are responsible for will be important to the success of this role.

It may be necessary for existing members of SANAC staff to take on the role of a CS sector coordinator for one sector with which they are familiar, should they have the capacity.

The experience of the CS coordinator should include:

- Coordination and administration experience
- Highly organised

- Experience in the HIV/AIDS sector and insight into sector issues

- Excellent written and verbal communication skills

- Working knowledge of software applications including Microsoft Word, Excel, and PowerPoint

- Ability to make decisions independently or to escalate issues as needed

- CS and/or specific sector experience very valuable

The role of the CS coordinators will include the following:

- Single point of contact within the secretariat for all communication which does not involve M&E and/or administration

- Distributes relevant information to sectors as it becomes available to SANAC

- Tracks, records and communicates with sector leaders regarding the fulfilment of their mandate

- Acts as a representative of their CS sectors within SANAC on a daily basis

- Coordinates sector preparation for CS forums (see recommendation 6.4)

- Attends CSF

- Coordinates sector response to requests for input from SANAC and other stakeholders

- Maintains a database of the sector constituency

- Communicates directly with constituency to provide feedback on the outcomes of the CSF and other relevant meetings and activities

- Record and collate sector constituency input and feedback for consideration by the sector leaders (see recommendation 6.7)

- Assists with the planning of sector advocacy events

M&E officer

Civil society sectors will not be accountable to SANAC for any M&E inputs under their redefined advocacy mandate. However, SANAC should provide support in building the capacity of CS to use their already existing M&E systems to inform their advocacy initiatives. Therefore, CS should have a single point of contact within the SANAC secretariats' M&E team to provide ongoing support to CS in this regard.

Administrator

The administrative workload associated with managing civil society warrants a single individual dedicated to the role. This provides a single point of contact within SANAC for CS to direct their administrative enquires.

The role of the CS Administrator will include the following:

- Organising CS-related meetings within SANAC
- Arranging all logistics where CS is involved (including travel, accommodation etc.)
- Arranging teleconference facilities
- Recording meeting minutes
- Distributing meeting minutes to CS coordinators and relevant CS leaders (note only the CS coordinators will communicate the sector constituencies, where necessary)
- Provides assistance to CS sectors with administrative tasks involved in their advocacy events

Note: all of the above responsibilities are specifically related to civil society

KPMG have recommended that these 5 individuals (3 CS coordinators, 1 M&E officer and 1 Administrator) be based at the secretariat and at the disposal of the CS sectors. The purpose of these individuals is to provide CS with the support they require to fulfil their mandate. While the role proposed for these individuals may be taken on (particularly in the case of the M&E officer and the Administrator) by already existing SANAC staff, ultimately there will be a dedicated staff member, known to the sector, who can address CS coordination, M&E and Administration matters respectively. Furthermore, placing individuals within the secretariat whose responsibilities are centred on CS ensures that CS remains current in the organisation and promotes their consultation and participation.

6.6 Embed a Culture within the Secretariat of Consultation and Participation of Civil Society Sectors and the Civil Society Forum

The value of consulting Civil Society on health and social issues such as HIV, TB and STI's are widely documented. However, intermittent consultation and on a "have-to-do" basis does not allow for the full value of CS's contribution to be realised. Therefore, KPMG recommends that both SANAC and CS determine the best way to embed a culture of consultation and participation with CS in the secretariat.

The CS coordinators, as discussed previously, should play a role in representing CS in the SANAC secretariat office. This physical presence within the secretariat is likely to allow for significant strides towards embedding the culture of consultation and participation with CS.

In addition, KPMG recommends that the SANAC secretariat commission a consultant to conduct a process mapping exercise and determine where and how CS should be involved in SANACs processes. The process mapping should determine all the key decisions made within SANAC, those in which CS's input is valuable and how best to consult CS or part thereof in making the decision.

6.7   Strengthen Civil Society Sector Governance and Accountability to their Constituencies

Strong governance within the civil society sectors and accountability to their constituencies has been identified as a gap. These weaknesses interfere with effective consultation with CS. KPMG recommends that SANAC provide support to CS to improve governance and accountability. These needs will largely be addressed by the existence of the CS coordinators.

Part of the CS coordinators role will be to communicate directly with the sectors' constituency on behalf of the sector leaders and in turn receive communication from the constituency.   Overall this will improve communication within the sector by providing a formal communication channel.

In addition, KPMG recommends that SANAC support all CS sectors financially with their 5-yearly summit. We have assumed that each sector should host a 5-yearly summit aligned with the new NSP. Since the summit will address the full scope of the sectors work, and therefore in some cases, only part of the summit will address HIV, TB and STI's. We have suggested that SANAC should only contribute towards a portion of the summit. In particular, this summit should be an opportunity for the sector constituency to vote in sector leader.

7   Costing

7.1   Introduction

The South African National Aids Council (SANAC) commissioned KPMG to conduct a capacity needs assessment of the Civil Society Sector (CSS), develop a capacity development strategy and provide recommendations on the current structure of SANAC. Furthermore, SANAC requires a costing of the recommended strategy. This document together with the accompanying spreadsheet, which provide detailed assumptions, comprise the costing deliverable for this engagement.

KPMG have made recommendations on three areas that impact on the capacity of civil society: strategy, structure and systems/processes. For the purposes of this report, the costing is for the implementation of the recommendations associate with the strategy and systems/processes only.

The resources costed for each of the recommendations include:

Human Resources

KPMG will provide details around the level of the resource required, their required qualifications, and their role and responsibilities.

Training

Training may be provided to individuals within the secretariat and within the CSS. Once-off and annual training may be necessary. Areas for training include advocacy, ethics and independence, M&E etc. KPMG will suggest potential partners/providers for such training e.g. Universities, various online training platforms etc.

Professional services

KPMG have made recommendations which, to ensure effectiveness, require the experience and independence of skilled facilitators. This will ensure a level of rigour and reliability in the outcomes.

Logistical costs

Logistical costs will include those associated with attendance and participation at meetings which ensure fulfilment of the CSS mandate. KPMG will make assumptions regarding the limitations of these logistical costs.

7.2 Costing of Recommendations

1 There is a need to rebuild trust between Civil Society and the SANAC secretariat

KPMG has recommended having a facilitated trust building session with a small group of representatives from civil society and the SANAC secretariat.

The trust building session will be a one-day session, facilitated by an independent party. A maximum of 10 people will attend this trust building session, two of whom will require a domestic flight, an airport transfer and one night of accommodation. The session will be hosted at an external venue in Pretoria, which provides catering. Non-SANAC attendees will be reimbursed for travel expenses. (We have assumed that since the meeting will be held in Pretoria, the required travel by SANAC employees would not exceed what they would normally be required to travel.)

	Units						2015	
Facilitated trust building session							R	57 100
Facilitators							R	30 000
Venue	1	events	10	people	1	days	R	15 000
Accommodation	1	events	2	people	1	nights	R	3 000
Travel (flights)	1	events	2	people	1	return flight	R	7 000
Travel (airport transfers)	1	events	2	people	1	return trip	R	500
Travel (mileage)	1	events	4	people	100	km	R	1 600

2 Conduct a session with the CSF and the SANAC secretariat to realign strategic focus

Following the trust building session, a facilitated joint strategic reflection session should be held.

The strategic reflection session will be a facilitated two-day session involving all partners. An estimated 65 people will attend this strategy session, twenty of whom will require a domestic flight and an airport transfer. Thirty attendees will require two nights of accommodation. The session will be hosted at a venue near the airport, which provides catering. Persons not requiring accommodation will be reimbursed for their travel expenses.

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	Units						2015	
Strategic reflection session							R	437 000
Facilitators							R	45 000
Venue	1	events	65	people	2	days	R	195 000
Accommodation	1	events	30	people	2	nights	R	90 000
Travel (flights)	1	events	20	people	1	return flight	R	70 000
Travel (airport transfers)	1	events	20	people	1	return trip	R	5 000
Travel (mileage)	1	events	80	people	100	km	R	32 000

3 Redefine mandate of CS forum and sectors

KPMG recommends that the mandate for the CS forum and sectors should be narrowed to focus only on advocacy and participation in policy advice. The redefined mandate should be presented at the aforementioned strategic reflection session.

The redefined mandate should be published and adopted by all sectors.

The costing includes KPMGs recommended role for SANAC in supporting CS in their advocacy role.

This role includes:

Large advocacy events hosted by SANAC

These events are commonly large rallies, such as the World AIDS Day. SANAC should cover the costs for the CS sector leaders to attend these events.

Smaller advocacy processes hosted by SANAC

These include any process in which SANAC engages which may require input from one or more of the CS sectors. For example, discussions on the Global Fund Concept Note should involve CS representatives. SANAC should cover the costs for the relevant CS representatives to contribute towards these processes.

Large advocacy events hosted/initiated by a civil society sector

KPMG has suggested that SANAC set aside a pool of money which can be allocated to supporting CS in hosting large advocacy events. The money should be awarded through an application process. We have assumed, based on information provided to us by SANAC, that a large advocacy event or process would cost an average of ZAR 450, 000. We have assumed that four sectors would apply for funding for large advocacy events per year; therefore the pool of money allocated to this item is ZAR 1.8 million.

Smaller advocacy process hosted/initiated by a civil society sector

KPMG has suggested that SANAC set aside a pool of money which can be allocated to supporting CS in hosting smaller advocacy processes. The money should be awarded through an application process. We have assumed, based on information provided to us by SANAC, that a small advocacy event or process would cost an average of ZAR 100, 000. We have assumed the remaining 14 sectors would apply for funding for smaller advocacy events per year; therefore the pool of money allocated to this item is ZAR 1.4 million.

KPMG have also recommended that all CSF members, CS coordinators and other relevant SANAC staff are offered advocacy training to ensure a common understanding of the advocacy role defined in the mandate.

Redefine mandate of CS forum and sectors							R	4 052 900
Redefine mandate							R	-
Session in strategic reflection session							R	-
Incorporation into procedural guidelines							R	-
SANAC Large Advocacy events							R	319 500
Accommodation	3	events	18	people	1	nights	R	81 000
Travel (flights)	3	events	18	people	1	return flight	R	189 000
Travel (airport transfers)	3	events	18	people	1	return trip	R	13 500
Travel (travel by bus)	3	events			1	buses	R	36 000

SANAC Processes (requiring CS attendance)							R	43 900
Accommodation	10	events	0	people	0	nights	R	-
Travel (flights)	10	events	1	people	1	return flight	R	35 000
Travel (airport transfers)	10	events	1	people	1	return trip	R	2 500
Travel (mileage)	10	events	2	people	80	km	R	6 400
Large scale advocacy events proposed by a CS sector	4	events					R	1 800 000
Small scale advocacy events proposed by a CS sector	14	events					R	1 400 000
Advocacy training							R	489 500
Training	1	events	65	people			R	292 500
Accommodation	1	events	30	people	2	nights	R	90 000
Travel (flights)	1	events	20	people	1	return flight	R	70 000
Travel (airport transfers)	1	events	20	people	1	return trip	R	5 000
Travel (mileage)	1	events	80	people	100	km	R	32 000

4   Improve efficiency in decision making when consulting with civil society

Currently, decision making with the CS sectors is confined to the CSF. Unfortunately the size of the CSF makes decision making difficult and inefficient. However, the importance of CS's voice in advocating for policy is regarded as a high priority. Therefore, assuming that the structure of CSF engagement will remain as it is now, KPMG recommends the following in order to improve the efficiency of decision making.

Civil Society Forum

The CSF will be a two-day meeting involving all CSF partners held twice a year. 65 people will attend this strategy session, twenty of whom will require a domestic flight and an airport transfer. Thirty attendees will require two nights of accommodation. The session will be hosted at a venue near the

airport, which provides catering. Persons not requiring accommodation will be reimbursed for their travel expenses.

CSF coordinating committee meetings

The CSF coordinating committee meeting will be no more than a one day meeting held four times a year (two preparation meetings for one CSF). A maximum of 10 people will attend this trust building session, two of whom will require a domestic flight and an airport transfer. The session will be hosted at the SANAC offices in Pretoria. Non-SANAC attendees will be reimbursed for travel expenses. (We have assumed that since the meeting will be held at the SANAC offices, the required travel by SANAC employees is already within their personal travel requirements)

Sector preparation for CSF meetings

A sector preparation should be arranged for each sector by the CS coordinator twice a year prior to the CSF, for each of the 18 sectors (i.e. 36 preparation meetings). The meeting should be either telephonic or in person (assuming that a meeting in person will not incur additional costs).

Improve efficiency in decision making								R	826 520
Civil Society Forums (already existing cost)								R	784 000
Venue	2	events	65	people	2	days	R		390 000
Accommodation	2	events	30	people	2	nights	R		180 000
Travel (flights)	2	events	20	people	1	return flight	R		140 000
Travel (airport transfers)	2	events	20	people	1	return trip	R		10 000
Travel (mileage)	2	events	80	people	100	km	R		64 000
Civil Society Coordinator committee meetings (already existing cost)								R	36 400
Travel (flights)	4	events	2	people	1	return flight	R		28 000
Travel (airport transfers)	4	events	2	people	1	return trip	R		2 000

Travel (mileage)	4	events	4	people	100	km	R	6 400
CS Coordination Teleconferences							R	6 120
Teleconference	36	events					R	6 120

5 The secretariat requires dedicated resources to support Civil Society in delivering on their mandate.

In order to provide civil society with the support they require to fulfil their newly defined mandate KPMG has identified five posts required within the SANAC secretariat:

Position	Grade
3 CS Coordinators	D3
1 M&E officer	CU
1 Administrator	BU

Resource secretariat in line with strategic priorities of the council							R	1 755 255
Recruitment advertising			3	ads			R	6 630
CS Coordinator			3	people			R	1 249 998
M&E officer			1	people			R	314 271
Administrator			1	people			R	184 356

6 Embed a culture within the secretariat of consultation and participation of CSS and CSF

KPMG recommends that the SANAC secretariat commission a consultant to conduct a process mapping exercise and determine where and how CS should be involved in SANACs processes.

Embed a culture within secretariat of consultation and participation of CSS and Forum							R	75 000
Process mapping							R	75 000

7 Strengthen Civil Society sector governance and accountability to their constituencies

Strong governance within the civil society sectors and accountability to their constituencies has been identified as a gap. These needs will largely be addressed by the existence of the CS coordinators.

In addition, KPMG recommends that SANAC support all CS sectors financially with their 5 yearly summit. We have assumed that each sector should host a 5-yearly summit aligned with the new NSP. Since the summit will address the full scope of the sectors work, and therefore in some cases, only part of the summit will address HIV, TB and STI's. We have suggested that SANAC should only contribute towards a portion of the summit. In particular, this summit should be an opportunity for the sector constituency to vote in sector leaders who represent them at the CSF.

Furthermore, we have assumed that the size of each sectors constituency will not be the same. Therefore, we have assumed six large sectors, six medium sectors and six small sectors (total of 18 sectors). Each comprising 200, 100 and 50 summit attendees respectively.

Based on the proportions of CSF attendees who require flights, transfers and accommodation we have applied similar ratios to the summits.

- 50% require accommodation
- 33% require domestic flights
- 33% require airport transfers
- 77% require refunds on mileage travelled

Note: This cost is 5-yearly and is aligned with the new NSP period.

Strengthen CS sector governance							R	8 133 360
5 yearly summit - Large sector							R	4 647 360

Venue	6	events	200	people	1	days	R	1 800 000
Accommodation	6	events	100	people	1	nights	R	900 000
Travel (flights)	6	events	67	people	1	return flight	R	1 400 000
Travel (airport transfers)	6	events	67	people	1	return trip	R	100 000
Travel (mileage)	6	events	233	trips	80	km	R	447 360
5 yearly summit - Medium sector							R	2 324 640
Venue	6	events	100	people	1	days	R	900 000
Accommodation	6	events	50	people	1	nights	R	450 000
Travel (flights)	6	events	33	people	1	return flight	R	700 000
Travel (airport transfers)	6	events	33	people	1	return trip	R	50 000
Travel (mileage)	6	events	117	trips	80	km	R	224 640
5 yearly summit - Small sector							R	1 161 360
Venue	6	events	50	people	1	days	R	450 000
Accommodation	6	events	25	people	1	nights	R	225 000
Travel (flights)	6	events	17	people	1	return flight	R	350 000
Travel (airport transfers)	6	events	17	people	1	return trip	R	25 000
Travel (mileage)	6	events	58	trips	80	km	R	111 360

The total costs for the strategy implementation in 2015 are tabulated below.

7.3   Total Cost by Recommendation (2015)

	2015
Facilitated trust building session	R 57 100
Strategic reflection session	R 437 000

Redefine mandate of CS forum and sectors	R	4 052 900
SANAC Large Advocacy events	R	319 500
SANAC Processes (requiring CS attendance)	R	43 900
Large scale advocacy events proposed by a CS sector	R	1 800 000
Small scale advocacy events proposed by a CS sector	R	1 400 000
Advocacy training	R	489 500
Improve efficiency in decision making	R	826 520
Civil Society Forums (already existing cost)	R	784 000
Civil Society Coordinator committee meetings (already existing cost)	R	36 400
CS Coordination Teleconferences	R	6 120
Resource secretariat in line with strategic priorities of the council	R	1 755 255
CS Coordinator	R	1 249 998
M&E officer	R	314 271
Administrator	R	184 356
Embed a culture within secretariat of consultation and participation of CSS and Forum	R	75 000
Strengthen CS sector governance	R	-
Support CSS M&E	R	-
Training - Using M&E to inform implementation	R	-
TOTAL	R	7 203 775

7.4   Total Cost by Service (2015)

Professional Services	R	150 000
Facilitators	R	75 000
Consultants	R	75 000
Human Resources	R	1 748 625
CS Coordinator	R	1 249 998
M&E officer	R	314 271
Administrator	R	184 356
Logistics	R	1 799 900
Venue	R	600 000
Accommodation	R	444 000
Travel (flights)	R	539 000
Travel (airport transfers)	R	38 500
Travel (mileage)	R	142 400
Travel (bus services)	R	36 000
Admin	R	6 120
Teleconferencing	R	6 120
Training	R	292 500
Advertising	R	6 630
Recruitment	R	6 630
Other activities	R	3 200 000
Contribution towards CS advocacy processes	R	3 200 000
TOTAL	R	7 203 775

7.5 Projections

KPMG have provided a 5-year costing forecast. For the purposes of this costing, KPMG have defined the rate of expected inflation over the five year period as **5.1%. This figure is equivalent to the average inflation rate over a recent 12 month period (July 2014 – June 2015).** We have adjusted the costs based on this rate across the five years. Alternatively, where relevant, we have adjusted the costs based on service related inflation.

Salaries have been adjusted by a 6.2% increase over the 5 years, in line with SANACs current practices.

We have further discounted the figures over the next five years based on the time value of money (5.75%).

	2015	2016	2017	2018	2019	Total
Facilitated trust building session	R 57 100	R -	R -	R -	R -	R 57 100
Strategic reflection session	R 437 000	R -	R -	R -	R -	R 437 000
Redefine mandate of CS forum and sectors	R 4 052 900	R 3 562 468	R 3 563 375	R 3 566 272	R 3 571 320	R 18 316 334
SANAC Large Advocacy events	R 319 500	R 335 230	R 352 411	R 371 169	R 391 642	R 1 769 951

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SANAC Processes (requiring CS attendance)	R 43 900	R 46 907	R 50 182	R 53 748	R 57 632	R 252 368
Large scale advocacy events proposed by a CS sector	R 1 800 000	R 1 788 936	R 1 777 940	R 1 767 012	R 1 756 151	R 8 890 040
Small scale advocacy events proposed by a CS sector	R 1 400 000	R 1 391 395	R 1 382 842	R 1 374 343	R 1 365 895	R 6 914 475
Advocacy training	R 489 500	R -	R -	R -	R -	R 489 500
Improve efficiency in decision making	R 826 520	R 837 167	R 849 125	R 862 505	R 877 430	R 4 252 748
Civil Society Forums (already existing cost)	R 784 000	R 792 287	R 801 670	R 812 242	R 824 105	R 4 014 305
Civil Society Coordinator committee meetings (already existing cost)	R 36 400	R 38 798	R 41 410	R 44 255	R 47 354	R 208 216
CS Coordination Teleconferences	R 6 120	R 6 082	R 6 045	R 6 008	R 5 971	R 30 226
Resource secretariat in line with strategic priorities of the council	R 1 755 255	R 1 756 066	R 1 563 637	R 1 478 617	R 1 398 219	R 7 951 793
CS Coordinator	R 1 249 998	R 1 255 317	R 1 117 760	R 1 056 983	R 999 512	R 5 679 570
M&E officer	R 314 271	R 315 608	R 281 024	R 265 744	R 251 294	R 1 427 942

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Administrator	R 184 356	R 185 140	R 164 853	R 155 889	R 147 413	R 837 652
Embed a culture within secretariat of consultation and participation of CSS and Forum	R 75 000	R -	R -	R -	R -	R 75 000
Strengthen CS sector governance	R -	R -	R 8 511 059	R -	R -	R 8 511 059
TOTAL	R 7 203 775	R 6 155 701	R 14 487 196	R 5 907 393	R 5 846 969	R 39 601 034

A   Annexures

A.1   SANAC CSS Capacity Needs Assessment Tool – CSS leaders

Instructions to interviewer:

This is a semi-structured questionnaire which should be used when interviewing the **<u>CSS leaders</u>**. The questions have been designed to be open-ended and are therefore brief. Listed below each question, there are probes which can be used to prompt the interviewees to provide information that we require. The interviewer should remain as brief as possible with their prompts to ensure that they do not pre-empt any of the answers provided by the interviewees.

- Introduce yourself
- Ensure that the interviewee/s understand the purpose of the interview
    Commissioned by SANAC to develop a capacity strengthening strategy. At present doing needs analysis for insight.
- Ask if the interviewee has any questions before you begin
- Highlight issues of confidentiality; inputs will be analysed by sector, individuals interviewed will not be named. The last comment (22) will NOT be analysed by sector so will be completely anonymous.

Name:

Position:

Sector:

Contact number:

E-mail address:

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Introduction

1 Please provide a description of your sector. (In 2 or 3 sentences)

Interviewer should have a good understanding of the sector when going into the interview from what is available in the resources. This question should be an opportunity to clarify uncertainties and to gain insight into "on the ground" perceptions of the sectors function/role.

Prompts

- Types of organisations
- Target population/s
- Structure of sector (Leadership and management structure, election and communication processes, size (number and mix of large and small organisations)
- Funding mechanisms(diversity of funders, organisation and sector level funding)
- Function & Role of the sector (broad)
- Function & Role of Plenary vs SANAT vs Secretariat)

Sector mandate

2 What is your sector's mandate?

- What is your understanding of the of your sectors mandate?
- What are the goals of your sector as a whole?
- Are there any supporting documents for the above?

3 How is your sector's mandate aligned with the National Strategic Plan?

- Determine relevance of sector and mandate

Expectations

4 What is your understanding of SANAC's expectations of your sector?

Prompts

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- How is this communicated with you?

- How is it measured?

- Are the expectations reasonable

5   What activities have you undertaken in order to meet SANAC's expectations?

   Prompts

- Have these activities been successful, and examples? Has any particular barrier prevented you from being effective in carrying out these activities well? – Prompt for barriers in addition to funding.

6   What are your expectations, as a sector, of SANAC?

   Prompts

- How these are fulfilled/not fulfilled?

- How are you communicating these expectations?

- Should SANAC be doing more in any areas i.e. prevention/coordination?

7. Does the current SANAC structure (Secretariat, Plenary and Trust) facilitate the meeting of your sector mandate?

   Prompts

- How is sector representation on SANAC structures determined? (Are their filtering mechanisms –formal or informal?)

- What impact does this have on sectors?

- Are there vulnerable groups that are not represented?

- How is funding accessed?

- Is there a procurement/ tender process in place?

- Is it an effective process?

- What is the typical contract term (length)?

- How are contracts supervised by SANAC?

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8. Are there changes to the structure (Secretariat, Plenary and Trust) you would recommend to improve their role and function?

- Is there anything you would like changed within civil society sectors that would improve with relation to meeting NSP targets and sector mandates?

Needs

Explain to the interviewee that while you understand there are likely to be many needs, we'd like to focus on the most significant ones which hinder their functioning/and the carrying out of their mandate.

9. What are the basic needs to carry out your mandate?

Key area of need (Select)	Specifics (within key areas) – What does it mean?	Estimated cost	Justification – WHY?
Governance (policies/guidelines)			
Strategic management			
Advocacy			
HR management			
Financial management			
Monitoring and evaluation			
Policy and procedure framework			

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External relations (fundraising, donor and stakeholder management)

Service delivery

Programme development

Project management (project structuring and phasing, budgeting, implementation planning, etc.)

Information technology

Training – unrelated to above

Unique needs specific to your sector

Do you have needs which don't necessarily require financial support? (e.g. Existing skills/relationships in SANAC which could assist you; buy-in)

10. Which of these are not met? *And which ones are met?*

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11. How does this (Q.8 –not met) affect your functioning/delivering on your mandate?

   Prompts

- Effects on beneficiaries, reporting, service delivery

- How do you get by at the moment without them?

12. What are your greatest challenges as a sector in carrying out your mandate?

This question is here to further tease out needs that the sector has, many of the challenges are likely to come out in the previous questions regarding needs. It should be asked as appropriate, it may prompt the interviewee to think of other needs they have.

13. Have you missed any opportunities because of constraints? If so, describe the missed opportunities?

14. If you could choose only one need to be fulfilled what would it be?

   a. Ask why, if this hasn't been made explicit in the discussion already.

Fulfilling the needs

15. What do you think the most effective means of fulfilling your needs are? How? (Solutions)

   Prompts

- What would SANACs (secretariat) role be?

- What would your role be?

Enablers

16. Does your sector have any enablers (broader than just funding) which are supporting you in fulfilling your mandate?

   Prompts

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- Has your sector implemented any innovative measures to support the needs that you have?
- Support from other sectors/organisations/departments

Competitive landscape

17. Is there cooperation between sectors? If so, please provide examples?

Prompts

- Do the different sectors work together or in silos?
- If there is cooperation, how effective is this?
- Should the sectors remain separate or be merged?

18. Is there any duplication between sectors, particularly between your sector and others?
    Prompts
- In terms of duplication, do you have suggestions as to how the sector can ensure the most effective and efficient method of meeting its mandate?
- Are there key players you would recommend are included in this assessment?

19. Is there anything you would like to add regarding challenges to or changes needed, to improve meaningful participation of sectors in SANAC

A.2   SANAC CSS Capacity Needs Assessment Tool – Stakeholders

Instructions to interviewer:

This is a semi-structured questionnaire which should be used when interviewing the CSS stakeholders (including SANAC employees). The questions have been designed to be open-ended and are therefore brief. Listed below each question, there are probes which can be used to prompt the interviewees to provide information that we require. The interviewer should remain as brief as possible with their prompts to ensure that they do not pre-empt any of the answers provided by the interviewees.

Note that some stakeholders will be involved with specific sectors whiles others will have experience with many or all of the sectors. In such a case, it is necessary to get detail per sector. Therefore, probe for specifics around enablers or challenges for individual sectors.

- Introduce yourself
- Ensure that the interviewee/s understand the purpose of the interview
    Commissioned by SANAC to develop a capacity strengthening strategy. At present doing needs analysis for insight.
- Ask if the interviewee has any questions before you begin

*identified by role not name)

Name:

Position:

Department (for government):

Telephone number:

E-mail address:

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Introduction

1   Please provide a description of your role, specifically regarding the CSS. (Civil Society Sector)

    Prompts
- Which sectors are you most involved in?

Sector Mandate

2   What is the mandate of the CSSs?

3   Are the mandates of the CSSs aligned with NSP (and if so how)?
- If not, how are they not aligned with the NSP?

4   Do you think CSSs are fulfilling their mandates and are they relevant in the market? Why or why not?

    Prompts
- Which sectors best fulfil their mandate? How and why?

Structure of SANAC

5   Does the structure of SANAC facilitate CSSs meeting their mandate? (Please ensure you have made a clear distinction between SANAC Trust/Secretariat/Plenary.)

    Prompts
- Other than through SANAC, does government (you) play a role in facilitating CSSs meeting their mandate?
- How sector representation on SANAC structures is determined (CSS Forum, in particular)?
- Are there filtering mechanisms for representation (formal or informal)?
- Do you know how the 18 sectors came about?
- What impact does this have on sectors?
- Are there vulnerable groups or sectors that are not represented? Why?

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- How is funding accessed? From SANAC? From government?

- Why are these channels used?

- Is there a procurement/ tender process in place (both SANAC and government)?

- Is it an effective process (in both)?

- What is the typical contract term (length), in both?

- How are contracts supervised by both SANAC and government?

5) Are there changes to any of SANAC's structures you would recommend to improve SANAC's role and function (Secretariat/SANAT/Plenary)?

Expectations

6) What are your (organisations') expectations of the CSSs?

This question is particularly relevant for SANAC stakeholders.

Prompts

- How is this communicated with CSS?

- How is it measured?

7) In what ways are these expectations met or not met?

8) What should the CSS's expect of SANAC (Secretariat/SANAT/Plenary)?

9) In what ways are these expectations met or not met?

Needs

Explain to the interviewee that while you understand there are likely to be many needs/challenges, we'd like to focus on the most significant ones which hinder the CSS's from carrying out their mandate.

10) What are the basic needs which CS has, in order to carry out their mandate? Which of them are not met? Please explain how they are not being met.

Prompts

- Governance
- Strategic management
- Advocacy
- HR management
- Financial management
- Monitoring and evaluation
- Policy and procedure framework
- External relations (fundraising, donor and stakeholder management)
- Service delivery
- Programme development
- Project management (project conceptualisation, budgeting, implementation planning, etc.)
- Information technology
- Training – unrelated to above
- Unique needs specific to your sector
- Do you have needs which don't necessarily require financial support? (e.g. Existing skills/relationships in SANAC which could assist you; buy-in)

11) How does this (Q.10) affect your functioning, specifically in relation to your work with them (or for government, its work with SANAC and CSSs?)

Prompts

- How do their unfulfilled needs affect your functioning?
- How is this dealt with currently?

Fulfilling the needs

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12) What do you think the most effective means of fulfilling the CSS's needs are? How? (Solutions)

Prompts

- What would SANAC's (Secretariat) role be?

- What would government's role be?

- Others with a role?

Enablers

13) Do any of the sectors have enablers which support them in fulfilling their mandate? *If so please explain and provide examples*

Note: this question does not refer to basic things which all the sectors should have. It refers to out of the ordinary things that they are "lucky to have". It may be assistance from an international organisation that they wouldn't have had, had they not applied for it or had a connection/relationship that enabled them to secure the support.

Prompts

- Have any of the sectors implemented innovative measures to support the needs that they have?

- Support from other sectors/organisations/departments

14) Is there anything else you'd like to add regarding the needs of the SANAC's CSS?

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A.3   CSS Needs Assessment Reports

Children's Sector

Introduction: Sector Structure, Roles and Functions

The Children's Sector is made up of an estimated 300 'network NGOs' that work in the field of Children's health, education and social services (about 1500 individual organisations). The sector has members across the country, in all 9 provinces. Organisations cover the full gamut of treatment, preventive and promotive services. This would include, for example, Prevention of Mother to Child Transmission (PMTCT) services, homes for orphaned children, advocacy groups for childhood development and counselling programmes. These organisations have in common that, in the course of their work, they impact on and are affected by the HIV/AIDS epidemic.

The two main roles of the sector are to provide health messaging into the community and, secondly, to mobilise communities to, for example, test, use services and challenge stigma. The sector facilitates bi-directional communication between national government and member organisations. This is typically making accessible potentially complex policy development that affect children, on the one hand, and responses, comments and questions from member organisations on the potential/ impacts of these policies on the other.

Sector leadership is made up of a working group of twelve members, nominated by sector membership though elections held by an independent auditor. There is also an executive committee of six nominated members; a chairperson, sector leader, two deputy sector leaders and two additional members. The working group typically meets quarterly.

The sector has a secretariat which is hosted by Children's Rights Center (CRC). SANAC has funded the secretariat since mid-2013, when Save the Children Sweden and Irish Aid, withdrew funding. The sector leader attributes the relatively high level of functionality of the Children's Sector generally, to the existence of the secretariat.

Sector Mandate

According to the sector leader, the mandate of the sector is to bring to the table concerns or issues that affect children. These should inform the national debate on how to approach prevention,

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promotion, treatment, counselling and testing for HIV, in children. Also to provide support to Civil Society in understanding the epidemic and response to the epidemic.

The sector leader noted that, in general, there is a disconnect between SANAC expectations of sectors and sector capacity to meet these expectations. According to the sector leader, SANAC expects sectors to implement programmes that support the NSP. He believes this is unrealistic since sector leadership all play this role on a voluntary basis. While participating organisations implement services, projects and programmes, the sector, in his view, can only play an advocacy role for children's issues. He emphasises that playing this role alone will require funding support from SANAC on a sustained annual basis. SANAC has not been able to provide this kind of support to all sectors to date.

Activities and Achievements of the Sector

Some of the activities presented in the Children's Sector Plan and reported by the sector leaders that have taken place over the last three years, are as follows:

- From a governance perspective the working group met quarterly. This was important for leadership elections and official mandates to be provided by sector participants.
- Issue briefs on breast feeding: A series of 2-4 page briefs breaking down complex issues related to the benefits of breast feeding
- For three consecutive years produced a research-based score card assessing South Africa's performance on implementing child-related targets in the NSP.
- Developed training tools
- Ran a Prevention of Mother to Child Transmission (PMCTC) information campaign
- Developed a treatment guide for pregnant women
- Developed a brief reflecting children's input to government on the PMTCT policy.
- The sector leader believes that the success of the sector is reflected in the fact that the Minister has requested them to comment on policy proposals such as the initiative to do testing in schools. It is also evident in the massive demand for their materials from network organisations.

Needs Assessment

Three priority needs identified by the sector leader are:

1 **Administrative support** – The sector requires funding to support the secretariats' host organisation (CRC). They play a key role in acting as a 'communication hub' for the sector. They convene and host meetings, maintain a membership database and keep in touch with membership by e-mail. It is perceived that without the secretariat, the leadership would be out of touch, would not know their membership and representivity would be uncertain. The sector received the R250 000 made available for 2014 but as of January 2015, did not know if they would receive it in 2015.

2 **Overall sector coordination** is also priority for the sector. This role would involve preparing, circulating and working on drafts of documentation for meetings and also taking minutes of meetings. One full time coordinator is considered sufficient to achieve this.

3 **Financial and communication management**. The sector leader indicated that part time support for these functions could be funded jointly with the host organisation (CRC).

Conclusion

It is evident from discussions with the Children's Sector Leader, SANAC and government that this sector is well organised, meets it mandate well in terms of upward input from community organisations and downward communication of government policy. Importantly, it is also clear that the children's' sector leaders that participate in SANAC have been elected in fair and independent process and participate in SANAC committees and fora, with a clear mandate from network organisations on the ground. The sector serves, for the most part, as a role model for effective functioning, to other sectors. It is also evident, however, that not all sectors are supported to the extent that this sector is, given its capacity to manage and account for funding. The sustainability of this level of functioning is of concern. The role of the current sector secretariat is critical in ensuring summits are organised, processes for credible elections are in place and communication between all sector role players is smooth-flowing. Continued functioning is dependent on continued funds for these administrative and coordinator functions.

Disability Sector Report

Introduction: Sector Structure, Roles and Functions

The Disability sector represents disability organisations within SA. The disability sector is divided into two major representative organisations, SADA (South African Disability Alliance) and DPSA (Disabled People South Africa).

Sector Mandate

According to the sector leader, the mandate is to represent the needs of the persons with disabilities regarding sexual reproductive health, HIV AIDS and TB.

Activities and Achievements of the Sector

The disability sector did not report any activities or achievements within the sector.

Needs Assessment

Three priority needs identified by the sector leader are:

1. **Administrative Support:** The sector's programmes have stopped due to lack of funding, this results from decisions being made at CCM (Country Coordinating Mechanism) level. The sector lead noted that they required financial support to assess the existence and interact with active Disability activists in the country.

2. **Overall sector coordination:** The sector requires support to run their day-to-day programmes. Currently, their activities are at a standstill as there is no one to assist in rolling out their programmes. He also believes that there is a huge lack of inter sectorial inclusion and focus on disability.

3. **Human resources:** The sector requires financial support for recruitment as they have vacant posts. They currently require a Representative to develop the sector's strategic plan.

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Conclusions

It is evident from discussions with the Disability Sector Leader, DPSA and SADA that this sector is, for all intents and purposes, non-functional. There is no organised activity taking place within the sector, the mandate is broad and only loosely aligned to the NSP (National Strategic Plan). The sector has not developed a strategic plan.

It is also evident that the sector has internal struggles which compromise their ability to become functional. The disability sector's leadership reported attempts to contact SANAC for support, without success.

Faith Sector

Introduction: Sector Structure, Roles and Functions

The Faith-based (FB) Sector is made up of community churches with different governance, implementation structures, tradition and practices. The churches within the sector share the common goal of addressing the needs of their communities in line of the NSP objectives. Their infrastructure serves as a base for people in different communities to come together to communicate the issues affecting their communities. They provide care and support counselling through programmatic areas in order to work towards a generation free of HIV/AIDS. They also address issues on stigma and discrimination, provide programmes that are gender sensitive. They form part of the NRASD (National Religious Association for Social Development) advisory forum, as the National Religious Sector HIV and AIDS Directors Forum.

The sector is represented in every province and have a provincial representative for the Provincial Aids Council (PAC's). There are PAC's in existence and the Reps constitute the national executive. Mainline churches form part of the SANAC initiatives and they refer to themselves as the RS (Religious Sector) HIV/AIDS task team consisting of 9 people. They report to the National Religious Leaders who are part of the National Consultative Forum for NRASD. This forum reports back twice a year to the heads of the Churches. The provincial leaders are obligated to report back to constituencies. The sector has been participating at the civil society forum (CSF) but has only presented once at plenary meeting in 2007/08 at the initial stages of strategic planning.

Sector Mandate

According to the Sector leader, the sector mandate is to work towards a generation free of AIDS; to address issues on stigma and discrimination; provide programmes that are gender sensitive, taking into consideration the relevant context. The sector intends to be guided by the NSP. They share best practice models and will not allow doctrinal issues to divert from their common goal. Their intentions are to include everyone in their programmes and to reach out wherever there is a need.

Activities and Achievements

The sector developed a strategic plan for the sector that's fully aligned to the NSP and submitted it to SANAC. SANAC's feedback was limited to informing them that the strategy was "too big". In turn, the sector has not received any financial support from SANAC. They even called a meeting with SANAC 2years ago on rolling out their strategy, coordination of their plans, and implementation in the provinces, but they still have not received any response.

The sector lead noted that there is work to be done in various areas but they require National resources to make them more effective. The sector crucially require aid in technical and financial resources as well as support, capacity building, governance and implementation.

Needs Analysis

Three priority needs identified by the sector leader are:

1　**Technical support:**　The sector indicated that they require technical support in the following areas: advocacy, mobilisation, research, capacity building, governance and implementation.
2　**Financial support:**　the sector indicated that they do not have any funding mechanisms
3　**Support and collaboration with other CS sectors:** The FB sector offer care and support as well as counselling to the affected people in the community which is relevant to National Strategic Plan, thus they strongly believe that the FB sector should also be instrumental to the HCT (HIV Counselling and Testing) campaign, however they require SANAC assistance in implementing this successfully. The sector head mentioned that SANAC can assist in bringing the FB National Team together with Civil Society stakeholders to discuss the concepts, strategy and framework on how to hold campaign events.

Conclusion

It is evident from discussions with the Faith Sector Leader that while there is a will to function, a lack of resources and support means that the sector is not well organised and struggles to meet its

mandate. A lack of funding meant they were unable to participate in any activities, meetings or summits during this strategic period.

The Higher Education Sector (HEAIDS)

Introduction: Sector Structure, Roles and Functions

HEAIDS is a nationally coordinated leadership initiative to develop and strengthen South Africa's Higher Education sector in its response to the challenges created by HIV/AIDS. It was initiated by the Department of Higher Education and Training and is overseen by a strategy group comprising of institutional and stakeholder representatives, including FET college sector and HIV/AIDS experts.

HEAIDS works with existing HIV programme structures at each institution, and facilitates the establishment of these where needed. The whole sector is consulted through regional and provincial forums. It has rapidly grown from working in 23 sites in 2011, to 427 today. The HIV Institutional Coordinating Committees (HICCs) oversee institutional programmes and involve relevant stakeholders, including student; academic staff; student affairs; employee wellness programmes; campus health services, and the human resource and communications department representatives. HICC is chaired by an executive and senior manager linking executive management and operational personnel.

The country director is a nominated appointment by the head of universities and principals of colleges. HEAIDS board consists of:

- 3 Vice-chancellors nominated by the Higher Education South Africa (HESA) Board – one to serve as the Chairperson;
- HESA CEO;
- 3 College principals nominated by SACPO – one to serve as Deputy Chairperson;
- 1 SANAC representative;
- 2 DHET (University and TVET Branch);
- 1 DOH representative;
- 2 Student Body Presidents (SAUS and SAFETSA);
- 1 person living with HIV AIDS representative;
- 2 HIV Research and Prevention experts;
- 1 Business representative (SABCOHA);
- 1 Union representative; and

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- HEAIDS Director (ex-officio member).

HEAIDS programmes have their own funding sources, e.g. Global Fund, National Treasury and don't receive any direct funding from SANAC.

Sector Mandate

The key objective of HEAIDS is to ensure that young people passing through the sector are healthy and can contribute to the economic growth of the country. The HEAIDS Programme components assist in increasing life expectancy of poor and vulnerable young people by providing them with access to proper care in terms of treatment, psychological and social wellbeing, with the support of HEAIDS' partners.

The programme is rooted in the responsibility of higher education institutes to address the HIV/AIDS pandemic on a human rights basis in five areas:

1. Developing HIV prevention programmes and facilities for the treatment, care and support of students and staff living with HIV AIDS
2. Providing a comprehensive workplace HIV AIDS programme that caters to the needs of staff
3. Educating and equipping students to make a contribution to the national HIV AIDS response in their future careers
4. Conducting research that will strengthen society's ability to resist and ultimately overcome the pandemic
5. Providing HIV AIDS services to related communities through outreach projects and practical training programmes.

The HEAIDS programme has extended its comprehensive services to cover various health issues including lifestyle diseases, cancer screening, family planning, contraception and health promotion. Including working specifically with women, men and the LGBTI population

Through prevention, treatment, care and support approaches, HEAIDS is focussed on getting to zero new infections, as well as the protection of human rights to reduce stigma.

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Activities and Achievements of the Sector

Some of the sector's main achievements include:

- HEAIDS was the first sector to establish an M&E framework. Through various programmes HEAIDS works with a web based system that links all universities and colleges and provides authorised reporting. Data can be input at campus or institutional level. Campus will only view their campus data; at institutional level can view data for all campuses; at national level (HEAIDS can) view all data from all Higher Education and Further Educations and Training (FET) institutes.
- They are aligned to the African Union, in fact a mentor to the African Union, who follow their programmes.
- HEAIDS has a comprehensive set of programmes
- They have successfully established working relationship with private and public sector (e.g. DPSA, ILO and Department of Labour)

Other activities undertaken in the sector include:

- Co-ordination for the sector;
- Direct Grants Support-Global Funds/NSF-Funding to Universities;
- Strengthening and alignment of the post school sector;
- Advocacy;
- Funding mobilisation for the sector;
- Direct service delivery-College Health programme/FTF and others;
- Establish public private partnerships with Corporates/Donor funders/Government;
- Monitoring and Evaluation.

Needs Assessment

Priorities needs for the sector are defined as follows:

1 Funding needed for college health programme – i.e. one mobile clinic per province
2 **Assistance for provincial managers.** At the moment the Global Fund employs one provincial manager per province, more managers would mean that HEAIDS would be able to reach rural areas as well, tripling their current targets.

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Conclusion

This sector is very well organised, meets it mandate well in terms of delivering on the NDP goals for higher education, and is well integrated with the different components of society – i.e. public and private sector. It has emerged from the interviews that the sector is successful in its own right, not because of its affiliation with SANAC. The sector has its own relationship with government and development partners and does not rely on SANAC to provide a forum for this. There are a number of overlaps with other SANAC sectors within the HEAIDS programmes, and the intersectoral communication lines through SANAC could be critical in ensuring collaboration and system strengthening (and avoid fragmentation and duplication in the approach). However, the sector does feel that SANAC doesn't treat all sectors equally and there is scope for better integration in this regard.

LGBTI Sector

Introduction: Sector Structure, Roles and Functions

The LGBTI Sector represents lesbian, gay, bisexual, transgender, transsexual, intersex people, men who have sex with men, women who have sex with women, and gender non-conforming people living in South Africa. The ultimate goal of the LGBTI Sector is to strengthen the government's response to HIV, STIs, and TB, as well as to ensure the representation of LGBTI meaningfully and visibly at all levels. This sector aims to convene sector members and stakeholders to share information, ideas, best practices, and work collectively. The LGBTI sector has members in all nine provinces. Those involved in service delivery range from big PEPFAR type firms, national agencies right down to very small community organisations.

The sector members elect three sector leaders to oversee sector functioning and represent the sector at LGBTI. They also employ a sector co-ordinator, and these four members make up the secretariat. Communication within the sector is mostly through teleconferences that happen monthly.

A key concern raised by the LGBTI sector was that there was a lack of consultation with the sector. Representatives from this sector also raised concerns about the functioning of SANAC, including the lack of communication, general functionality and incompetent staff. An additional concern was that programmes were "too generic" and didn't pay attention to the realities of implementation.

Sector mandate

The mandate of the LGBTI sector is included in their plan and entails the coordination and promotion of LGBTI interests.

Activities and Achievements of the Sector

As per the sector leader this sector is generally inactive. However they have managed to;

- Develop an operational plan.
- Involvement in one or two SANAC events.

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- Coordinate and participate in the HCT campaign.
- Participate in developing application for the global fund.

Needs Assessment

Three priority needs identified by the sector leader are:

1 **Administrative support –** According to the sector leader there is no administrative support. The secretariat has very little capacity and this makes for a challenging environment to operate in. Funding often side-lines this sector and hence perpetuates their administrative struggles.

2 **Overall sector coordination** is a priority for this sector. The sector leader believes that the sector needs to do their own programme as they have the expertise. Decentralizing skills and capacity is a strategic imperative in his view.

3 **Financial**. The sector leader indicated that the most critical need would be funding as this would enable them to serve their sector competently.

Conclusion

It is evident from discussions with the LGBTI sector leader that expectations around the mandate of the sector are not communicated nor measured effectively. It can also be seen that this sector has not had many achievements. The priority needs of this sector include administration, coordination and financial support. According to the sector lead, the election of the leadership is done in an independent and fair manner. This sector does have a secretariat and communication within the sector is frequent. Despite the will to do so, it appears that this sector is not performing its functions as adequately as they could be.

Men's Sector

Introduction: Sector Structure, Roles and Functions

The SANAC (South African National AIDS Council) Men's Sector is formed by a network of organisations working with men, men's organisations as well as individuals working together in the field of Health and Social Development with a focus on HIV, Sexual & Reproductive Health, TB and GBV (Gender Based Violence). The sector aims at to support initiatives that address the role of men in combatting the spread of HIV and AIDS, as well as mitigating the impact of the disease in our communities. The Men's sector also seeks to support all other national initiatives that is aimed at improving health and well-being of South Africans.

The sectors leaders are elected or nominated by the national conference members. Sector leaders can only serve a maximum of 5 years (period of the current NSP (National Strategic Plan)). The executive committee consists of 36 members who serve as provincial leaders as well as 2 additional nominated members. These executive members have the authority to exercise all powers and perform any functions of the NEC, except to the extent that the Terms of Reference provides otherwise. The sector holds quarterly meetings, which take place on the last week of each quarter. Summits only take place if there are enough resources to review the sector's policies or plans.

Sectors Mandate

The Sector's mandate is to:

- Mobilise men and boys in the response to the HIV challenge in our country in line with NSP;
- Address the issue of men and boys playing a positive role in reducing spread of HIV AIDS and STIs
- Raising awareness amongst men on issues of HIC (Health Insurance Commission) and health
- Reaching large numbers of men, particularly those working in mines and in agriculture
- The sector also engages with traditional leaders on issues relating to medical circumcision, creating interventions to ensure safety.

Activities and Achievements

Some of the activities done by the Men's sector and reported by the sector leaders that have taken place over the last three years, are as follows:

- Provide support to district leadership
- Facilitate campaigns- the men's sector facilitated a major campaign along with former Deputy President. This campaign was facilitated through the Brothers for Life Campaign, a national campaign against rape, gender based violence and child abuse.
- Mobile MMC (Medical Male Circumcision) through Brothers for Life. The campaign has now been in existence since 2008 and is reaching more than 20 million people with mass media messages that promote the prevention of HIV and gender-based violence.
- Conducted numerous workshops to bring men together - On the 01 March 2013 the sector's Brothers for Life Campaign, the Department of Women, Children and Persons with disabilities and the Presidency of South Africa hosted a National Dialogue with South African men to develop a plan of action on the role men play in curbing and promoting healthier and safer communities. This dialogue was aimed at uniting prominent and ordinary men from all walks of life and other sectors to unite as one voice in calling for the abolishment of violence against women, children and other men.

Needs Assessment

The following primary needs were identified:

1. **Sector Coordination** – the sector head mentioned that someone from SANAC was allocated to work with the CS (Civil Society), but then they were moved and they have not replaced the person. Thus there is no one to coordinate.
2. **Admin** – the sector head mentioned that they need more support to assist in the office as well as someone who has a technical background on the HIV epidemic.
3. **Financial** – he further noted that financing appear to be a major challenge for their sector, they have partners who are innovative but they lack funding to implement their ideas, and they are faced with critical issue of their funding drying up.

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Conclusion

It is evident from the sector leader that this sector is well organised. It is also clear that the sector leaders that participate in SANAC have been elected in a fair and independent process and participate in SANAC committees and fora with a clear mandate.

However, the Men's sector is not operating as effectively as they would like, apart from the major campaign they were recently involved with the deputy president. The sector would like further assistance in successfully implementing their full mandate. They have a framework which has not been signed off by the secretariat. They report that this makes it difficult for members to reach an agreement.

The sector lead emphasised that SANAC should encourage collaboration between sectors especially with the Men's sector, as it is also represented in all the other sectors. He believes SANAC should gather all the different sectors, in one room and ensure they all agree on working towards a common goal. SANAC should facilitate their plan, cost of the plan and also ensure that the resources are available to implement the planning. The sector is faced with the issue of income drying up.

NGO Sector

Introduction: Sector Structures, Roles and Functions

The NGO sector represents a range of non-governmental organisations, including National NGOs, networking NGO's and grass roots level NGO's that work towards alleviating the effects of HIV and AIDS across all nine provinces of South Africa. Included in these are organisations looking after the interest of People Living with HIV and AIDS (PLHIV). The sector is also intended to assist to facilitate coordination of NGO sector activities and interventions on HIV, TB and STIs within SANAC structures. The sector's members are expected to align and conduct their roles and responsibilities in line with SANAC procedural guidelines.

The sector includes Community Based Organisation as well as many Faith based organisations. In order to streamline their efforts to be effective the sectors approach is that of working through a specified constituency which include:

- NGOs - (those that operate in three or more provinces in South Africa); otherwise not represented in any of the other Civil Society sectors and have skills to contribute to this sector
- Network Organisation - (those that have the capacity to communicate regularly and timeously with a wide network of stakeholders esp. NGOs at grassroots level)
- International Organisation - otherwise not represented in any other Civil Society Sector and have skills to contribute to this sector. Although a member, these organisations do not have voting powers and cannot be nominated to sit on the leadership of this structure.

The same principle outlined above applies at Provincial and District level. There is an expectation that through the above mentioned categories, the NGO sector will be able to link/connect all other NGO's with their respective Civil Society Sector and provide a database of sector members.

The sector elected the three civil society leaders as their representatives at the CSF. In addition, they also elected two additional members to support the CSF representatives. The sector terms of office states that all members of the NGO sector are elected for the term of the current National Strategic Plan on HIV, STIs and TB 2012-2016. The sector leadership hold four meetings per annum prior to the Civil Society Forum where formal feedback is provided.

Sector Mandate

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According to the sector leader, the sector's mandate is to coordinate NGOs at all levels ensuring strong representation from local, District, Provincial and National levels; and to transfer technical skills from national NGOs to other civil society organisations at other levels of the structure.

The sector also provides NGO's with a platform to advocate for NSP priorities such as HCT, capacity building, governance support, organisational development issues, resourcing and sustainability of NGO funding. Furthermore the sector provides Monitoring and Evaluation for NSP implementation priorities which are best implemented by NGOs.

Activities and Achievements of the Sector

Some of the activities presented in the NGO Sector and reported by the sector leaders that have taken place over the last three years, are as follows:

- Hosted a table discussion on the AU (African Union) roadmap in relation to post MDG Development Framework – supported by SANAC and UNAIDS.
- The sector participated in TB/HIV conference in Barcelona and they also participated in WAD (World Aids Day) discussions
- Participated in an investment case, but remain confused around the process thus they have offered to participate in the steering committee
- M&E regarding how the NGO's feed into GARPR (Global Aids Response Progress Report)

Needs Assessment

1. **Administrative Support** - since the nomination of the new leadership, the sector only hosted one meeting with provincial representatives. This was just after the elections and nothing has happened since then. The sector leadership consider this to be an important and urgent meeting that needs to happen in order to give direction to provincial counterparts and to help facilitate the processes mentioned above.

2. **Sector Coordination** - Appoint a sector coordinator. The sector cannot practically support more than 10,500 NGOs that are active in SA, but there is a strategic role that the sector can play that can have a benefit for these NGOs. It is therefore critical to have a dedicated person to look at issues of sector coordination.

3. **Finances** – SANAC should fund certain aspects to make it happen, especially funding for a coordinator. Coordinator will sit in Aids Consortium office (so desk, phone, management, etc. will be provided) but need this person's salary to be funded by SANAC.

Conclusion

It is evident from discussions with the NGO Sector Leader that despite its struggles, it is reasonably well organised and works to meet their mandate which has been developed in alignment with the NSP. The leader revealed that they experienced a major funding crisis which has led to hasty and less consultative outputs. The NGO sector's lack of resources and coordination have led them to be unresponsive to their constituency.

The sector indicated there concerns surrounding SANACs communication with CS; in particular with regards to the outcome of monitoring the implementation of the NSP.

People Living with HIV

Introduction: Sector Structure, Roles and Functions

The People Living with HIV (PLHIV) sector consists of three active organisations: NAPWA, TAC and the Positive Woman's Network. They have five representatives (from provinces) at SANAC plenary level: with representatives on the Programme Review Committee, the Finance Committee, the SANAC board and on the Global Funds' country coordinating mechanism (CCM). The sector nominates representatives for Task Teams who go through SANAC induction.

The role of the PLHIV sector is to represent the interests of people living with HIV: advocating for rights and influencing government policies. The target population are people newly diagnosed as well as already diagnosed with HIV/AIDS, and the sector is also starting to represent other key populations such as LGBTI, and young people in school not already represented on SANAC.

Sector Mandate

The mandate of the PLHIV sector is to ensure that government policies address and prioritise the needs of people living with HIV. The goals of the sector as a whole are laid out in the sector plan. The sector has aligned their goals with those of the NSP; with a particular focus on reducing new infections by 50%.

While the sector's mandate is relevant in terms of healthcare challenges, it has not been articulated very clearly and the sector lacks ability to support and monitor it. The changing focus of global funding has also had a bearing on their mandate and its relevance, i.e. in terms of alignment with funding opportunities. It is the view of some within the sector that SANAC should be taking more of a leadership stance on Health programmes than they currently are.

One of the challenges that the sector faces in meeting their mandate is related to communication within their constituencies at different levels.

The three PLHIV organisations have different ways of operating and the resulting different interests mean that the sector does not bring a uniform voice to SANAC plenary, with organisations bringing their own interests to meetings. For example, TAC will lobby and picket

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in response to an issue, whilst NAPWA will take a more modest stance. These differences cause tension in the sector.

It's the sector's view that SANAC is influenced by politics, which apparently affects decisions such as in which province plenary meetings are held. SANAC is very intellectually oriented and doesn't always consider the views of ordinary people. It is also held that SANAC's funding mechanism is unfair, and that money spent by the plenary (sometimes wastefully) could be directed to the sector to facilitate the implementation of their plans. The view of the sector is that the structure of SANAC as a whole is very confusing, with too many levels and groupings, which makes it cumbersome to operate.

Activities and Achievements of the Sector

The only activities funded by SANAC that the sector have undertaken are stigma mitigation programmes. The sector is disappointed that the stigma work they proposed to do was awarded to HSRC.

Needs Assessment

The priority needs identified by the sector leader are:

1. *Coordination and support* – the PLHIV sector require a full time secretariat and coordinator role or sector convenor. At the moment they sometimes use their own organisation's resources to do this work. This has been alternated between TAC and NAPWA. The PLHIV sector have missed the opportunity to provide a coordinated response to system crises such as the collapsing healthcare system in the Free State. At the moment only one organisation is responding. Better coordination would mean that they would be able to respond in a more integrated manner.
2. *Governance* - enhancement of corporate governance, such as King 3, within organisations in the sector.
3. *Capacity building* - support for the sector plan, technical expertise in terms of executing and capacity to ensure sustainability in terms of fundraising and succession planning, and

strategic management. Technical support for policy development is also needed by the sector.

4. *Funding* – the allocation to each organisation of R250 000 is not enough. A secretariat should be able to influence donors to bring more money in so that SANAC is able to give more support to the sectors.

Conclusion

It is evident from the interviews, that this sector is fragmented, and disgruntled with the way they perceive SANAC leadership to be managing funding. It does not appear that they have capacity to deliver on their mandate, which is apparently not very clearly articulated, coordinated nor planned. The impact that the sector is having, is due to the work of individual organisation's and their own mandate and goals. The sector as a whole is not representing a uniform view of the interests of people living with HIV in South Africa.

Capacity constraints are due to poor communication across different levels (province and national); mistrust of SANAC leadership, poor coordination within the sector, differences of approaches and interests within the sector. And the sector also believe that they are constrained by limited funding which they would like to receive from SANAC. They do not feel that their interests are given weight by SANAC, and that preference is given to the interests of other sectors.

Research Sector

Introduction: Sector Structure, Roles and Functions

The Research sector was established in 2007 in order to facilitate and conduct research in support of the NSP and to support other sectors work through provision of expert advice and independent information. However, very little of this has been achieved. In addition, they aim to ensure that evidence generated by research is translated into policies and programmes. A function of the research sector is to assist with the development of a prioritised research agenda with broad stakeholder input and ensure budgetary support for this. They have a wide range of research organisations and scientists in the sector performing ground breaking work in areas of HIV and TB.

The research programme is generally funded by international development partners. Approximately 80-90% of research funding is from outside source e.g. US Government, NIH, PEPFAR and Global Fund.

The sector has 4 people on a self-appointed interim committee. They have not, though, been able to meet during this NSP period, starting 2012.

The sector is made up of research institutes involved in various aspects of research into HIV/AIDS, TB and STIs. It contributes toward informing all stakeholders including government and civil society organisations about trends, developments and shifts in the epidemic. This information is used to support implementation of the NSP. This sector has been involved in surveillance of the epidemic as well as research into prevention and a range of HIV/AIDS related medical conditions.

The structure of the research sector is broken up into the following:

- Prevention
- Treatment, Care and Support
- Surveillance, Monitoring, Evaluation and Impact Assessment Research
- Human Rights, Policy and Stigma
- Health Systems Research

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According to the sector leader, this sector does have a secretariat and it is not functioning effectively.

Sector Mandate

The sector provides research support for the national response to HIV and TB. They aim to get more people to share what they are doing and come up with innovative ideas for collaboration. They shares their successes and failures with SANAC.

The issue in HIV research, according to the sector leader, is that they rely a lot on external funding which is subject to external forces. The challenge is that external funders may have an agenda which is not necessarily aligned with South Africa's NSP.

Activities and Achievements of the Sector

There has been little if any sector- level work carried out in the current NSP period, from 2012. Individual research organisations, though, continue with their research agendas.

Needs Assessment

Three priority needs identified by the sector leader are:

1. **Administrative support** – Administration and coordination within this sector has not been at the level the sector leader has hoped for. They have a lack of capacity and this has resulted in the sector being dysfunctional.
2. **Overall sector coordination-** According to the sector leader there is a lack of coordination in this sector.
3. **Financial and communication management**. The sector leader indicated that they need funding to support sector level coordination.

Conclusion

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It is evident from discussions with the Research Sector Leader, that this sector is not well organised and struggles with coordination and administration. The continued functioning of the sector depends on strengthening these functions. According to the sector leader they have a secretariat but it is not functioning optimally. Communication within the sector is lacking. The sector is clear on their mandate, as it relates to participation in SANAC. They have not, however, had the capacity to carry out any sector level activity or communication in the current NSP period. The priority needs of the sector are administration, coordination and financial support. This support would ensure that important sector level coordination takes place.

Sex Worker's Sector

Introduction: Sector Structure, Roles and Functions

This sector is a representative of organisations and members, of the sex workers movement. The sector operates in all nine provinces. There are 34 organisations within this sector. This sectors roles are the following:

- To ensure active participation of sex workers in developing National and provincial strategic plans on HIV, STIs and TB and to ensure the NSP is evidence informed
- To ensure that the goals, objectives and outcomes of the NSP that relate to sex work are achieved and to monitor progress thereof
- To inform sex workers, sex worker allies and organisations about the NSP, its operational plans as they relate to sex work
- Creating platforms for sharing new developments and best practice in service delivery to sex workers

The sector has three leaders (two of whom must be sex workers). There is also a technical working group made up of members of the sector who provide specific input on policy. These leaders are elected at the Sex Work Symposium. This sector does have a secretariat and their communication is predominately done using email. The secretariat maintains a list of members that is updated at least annually.

Sector Mandate

The mandate for the sector as per the sector leader is to ensure that the needs and targets of sex workers are integrated into the NSP. The sector leader also noted that their sector is responsible for the law reform of sex work to ensure that there are no barriers. The sectors objective is to reduce social and structural barriers to HIV, STI and TB prevention, care and impact among sex workers. They also aim to sustain health and wellness in the sex worker setting.

According to the sector leader, the expectations SANAC has of them is to help in decision making spaces, educate and know what progress has been made with regards to service delivery. This

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sector also has to provide information and expertise around national policy and strategies regarding HIV AIDS & STI prevention.

Activities and Achievements of the Sector

Some of the activities reported by the sector leader are as follows:

- Development of the National Sex workers plan – sector specific and relates to NSP. This is due to be finalised and launched by March and covers targets.
- Conducted national sex workers size estimation study.
- Developing a National Sex Work Friendly Referral List

This sector has been successful in KwaZulu Natal, Johannesburg and Cape Town as they are the major centres however, it needs support in Limpopo, North West, Eastern Cape and Northern Cape.

Needs Assessment

Three priority needs identified by the sector leader are:

1. **Support from provincial structures** The sector is doing well in Gauteng, Western Cape and KwaZulu Natal but the response in other provinces has been poor.
2. **Retaining leadership and participation in sector** is an issue for this sector because the sector is ultimately criminalised, making it a very difficult sector to work in. Getting people to understand and participate in the sector is an ongoing struggle.
3. **Financial management**. The sector leader indicated that more support in the form of funding is a necessity.

Conclusion

It can be seen from the conversation with the sector leader that the Sex worker's sector is unclouded in their understanding of the mandate. This sector is fairly active as they have had some achievements. The sex worker's sector is administratively and financially challenged and

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both of these elements are critical to their functioning. Their communication challenges are largely attributed to their struggles with coordination within the sector. It can also be seen that the sector leaders that participate have been elected in a fair and independent process. These leaders develop, implement and monitor mechanisms for communication and accountability and this is essential to the functioning of this sector.

Sports, Arts and Culture Sector

Introduction: Sector Structure, Roles and Functions

The Sport, Art and Culture, (SAC) Sector comprises a wide range of partners including government, private sector, non-governmental organisations as well as individual men and woman. It's membership includes 150 NGO's and NPO's located in the 9 provinces working in Sports for HIV and TB prevention as well as a committee called SASCOC (South African Sports Confederation and Olympic Committee) that has about 80 sport federations located throughout South Africa. They also have over 200 members from CWUSA (Creative Workers Union of South Africa) represented by both individuals and organisations, located in all provinces working in the arts and culture areas. Sector membership is responsible for implementing activities which work towards achieving NSP (National Strategic Plan) goals.

Sector leadership is made up of a working group of 5 members, nominated by sector membership through elections held at a summit. Leadership is comprised of a sector leader, who is also head of the secretariat, two deputy sector leaders and two members. One deputy is the convenor of the Entertainment Chamber and the second is the convenor of the Sports Chamber. Sector leadership aims to coordinate, communicate and work toward consensus within and between sectors. They are also tasked with conceptualising and leading campaigns for their electorates using sports and entertainment as "a vehicle to help mitigate the spread of and impact of HIV and AIDS (UN, 2003)".

The 'Show Me Your Number' campaign acts as a secretariat of the SANAC sports, arts and culture sector. Through this role they get to oversee, guide, coordinate and communicate activities of the organisations that use sport, arts & culture to contribute towards the achievement of the strategic objectives of National Strategic Plan.

Sector Mandate

The Sector mandate is to distribute condoms at sport, art and culture events and in public areas (e.g. taxi ranks, train stations, shebeens, pubs etc.); to raise awareness through mass media and outreach programmes; to inform, educate and communicate through materials distribution at sport, art and culture events and in public areas; to provide HIV counselling and testing services

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at sport, art and culture events and public areas; to mobilise males to undergo male medical circumcision(MMC) and to provide capacity building of ambassadors, celebrities, organisations, management, volunteers and peer educators to participate in public education within their own communities.

Activities and Achievements

The sector implements activities focused on Prevention and Behaviour change. Activities include training, community engagement, integrated marketing and communications, major events, special projects and monitoring and evaluation.

SANAC mandated the Sport and Entertainment Sector, led by "Show Me Your Number", to be the lead organisation in the campaign's implementation of the following activities:

- World AIDS day 2012 - the sector launched a campaign called, "A re dlale safe Campaign"- which promotes zero new HIV&TB infections
- The campaign was run at the AFCON 2013 (African Cup of Nations)
- The sector also hosted a fundraising gala dinner

Needs Assessment

The sector leader identified the following priorities:

1   The provision of funding for the implementation of programmes, is considered to be top priority
2   In, addition, the need for coordination was considered critical. The sector leader mentioned that SANAC provided the sector with R250 000 last year, which was insufficient to meet all of their coordination requirements.
3   The importance of capacity building, particularly in the field of fundraising was emphasised by the sector leader, to assist in identifying additional ways to generate income.
4   Monitoring and Evaluation- The sector leader indicated that they need to have an impact assessment tool to assess how pockets of work contribute toward the overall campaign. The tool must be simple and everyone should be able to populate it.

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Conclusion

It is evident from the discussions with the SAC Sector, SANAC and government that this sector is well organised and meets its mandate. The existence of a secretariat plays a crucial role in holding the sector together, acting as a central hub for information sharing and administration. The sector has been involved in several events which allowed them to engage with the community and fulfil their mandate (A re dlale safe and Show me your number campaigns). Furthermore, it is clear that the sector's leadership is actively involved with SANAC and that their leadership was fairly elected at SANAC Sport and Entertainment summit.

Women's Sector

Introduction: Sector Structure, Roles and Functions

The women's sector is a national body which provides input and advice to government on HIV/AIDS and the country's response from a woman's perspective. The Women's Sector strives to be representative of women in their diverse realities and contexts in South Africa. The sector leader believes that their role is to be in touch with woman on the ground, to coordinate structures and be a voice for all women. The Sector Office Bearers are made up of a network of experts on gender issues and HIV and AIDS. The team boasts of a diverse skill set which includes legal, research, advocacy and scientific insights from its members. The diversity makes for a vibrant approach to addressing women and HIV/AIDS in South Africa. Although members serve in a voluntary capacity at SANAC women's sector (as office bearers) they have incorporated this voluntary work into their key performance areas.

The Women's sector operates in all nine provinces. It has about 460 organisations across all the provinces and they have around 500 individual members registered on their database. The sector structure consists of five office bearers and eight provincial representatives (Gauteng is outstanding). The membership includes women's formations and a human rights organisation with a dedicated women's rights programme, feminist academics and researchers to name broad categories. The SANACWS (SANAC Women's Sector) Task Teams are membership based and are voted into office by its members at the Women's Summit. The current Task Team members have made a commitment to the women's sector and can be held accountable by its member organisations. Members are elected fairly at the Women's Summit every 2 years. Vacancies are filled following a nomination process between the existing office bearers.

Sector Mandate

According to the sector leader, their mandate is to oversee and hold government responsible for the NSP. They are also responsible for advocating for woman mechanisms such as prevention and treatment. The sector leader also explained that the structure consists of two provincial and district AIDS councils so the sector must ensure that there is a flow of information from local to national.

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As per the sector leader, the mandate is aligned to the NSP. The expectations that SANAC has for the Women's sector are reasonable as per the sector leader.

Activities and Achievements of the Sector

Some of the activities reported by the sector to have taken place over the last three years, are as follows:

- The women's sector offers Provincial Sector training known as CATS (Classroom Assessment Technique) which comprises of training around SANAC and its functionality and how the women sector fits in
- The sector also did a campaign called Zazi for all provinces in partnership with John Hopkins Health and Education South Africa (JHHESA) and SANAC
- They were also involved in the gender review process in collaboration with UNAIDS and the office of the Deputy Minister for women and children. In which, they tackling issues that still place women and young girls susceptible to HIV epidemic and engaged in structures to remedy the above issues. This process was then concluded with a book launch of the results and recommendations.
- Their biannual prevention summit remains a strategic intervention to encourage policy development and provide strategic direction to the sector. The sector had a very successful strategic meeting which yielded to member's being co-opted where the sector was weak, this strengthened the sector's work especially their legal and research component.
- The sector was also involved in the development of Positive Women's charter.

Needs Assessment

The priority needs as identified by the sector leader are:

1 **Overall sector administration, coordination and communication:** Organisation and proper convening are still a major need for the sector. The sector needs someone to assist in the

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administration of the sector as well as the daily running's. They also need a persons who drives general meeting/conference arrangements.

2   **Financial/funding:** The sector leader indicated that funding is a critical need for them to be able to perform their functions competently.

3   **Improved provincial structures**: The sector has been trying to coordinate structures within provincial AIDS councils which will enable them to do capacity building at the provincial level but they are struggling. The sector leader indicated that SANAC is supposed to assist in holding provincial AIDS councils responsible for their structures, however this does not happen. Often the women's sector come across women who don't understand what the NSP is, there is a need to educate these women about it, and hence the sector requires assistance in setting up structures in provinces to assist in capacity building and providing workshops for these women.

Conclusion

The Women's sector is well organised and is working toward achieving their mandate. Sector leaders have been elected in fair and independent process and participate in SANAC committees and fora.

The sector leader emphasised the need for funding in order for the sector to continue to operate efficiently. There were concerns regarding communication from SANAC (in particular, being informed late about CS meetings).

Every women is an instrument of change and it is the voice of every woman that the SANACWS in the battle against HIV and AIDS. . Thus sustaining the existence of this sector is important, SANAC has to assist in maintaining the sectors continuous existence.

Youth Sector

Introduction: Sector Structure, roles and functions

The Youth Sector is made out of various member bodies. It caters for everyone between the ages of 14-35. The Youth Council is an umbrella body for the Civil Society Youth Organisations.

The sector is a dedicated network of youth organisations focusing on HIV AIDS as one of the primary challenges facing young people. Social transformation is one of their priority pillars.

Sectors Mandate

According to the Sector leader, their mandate is primarily to focus on educating the public, raise awareness, prevention and utilizing various communication tools and platforms to reach young people. The sector sees young people as an important priority sector of NSP and SANAC. They also empower young people with the necessary skills required in order for them to be agents as far as HIV/AIDS is concerned as young people are an important priority in the NSP.

The sector leader stated that the most important area is an agreement across various stakeholders and that the biggest effort should go towards prevention. He also stated that the first pillar of the NSP also prioritizes young people. The youth sector has its own sector summit and have had a few interactions with SANAC.

Youth Sector expectations of SANAC include, continuous technical support on alignment with plans such as the NSP, profiling of youth sector as the primary targeted population sector of NSP, financial support and linkages with strategic partners. They report that none are presently fulfilled.

Activities and Achievements

Some of the sectors activities mentioned by the Sector Leader were:

- An HIV/AIDS related reference group was established
- HIV/AIDS Youth Sector plan developed
- HIV messaging has been integrated into all Youth programmes

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- They provided education and awareness to the public. The sector uses various communication tools and platforms to reach out to young people and teach them about prevention
- Provided relevant skills to young people to empower them

Needs Assessment

1 **Overall sector coordination:** The sector expressed the need for a senior coordinator to work with SANAC. They could then appoint 2 or 3 interns to work as a support structure to the coordinator. The coordination team will be dedicated to performing SANAC related work.

2 **Technical Support:** In particular, the sector head alluded to the possibility of getting SANAC involved in communication with membership. He mentioned the possibility of exploiting ICT for maximum communications e.g. Website linking with other social media links or discussion blogs purely dedicated to promoting health and a positive lifestyle among young people.

3 **Funding:** SANAC support should be beyond enabling sectors and leaders to attend meetings. SANAC should also support them to do work. HIV/AIDS has not attracted much funding in the Youth Sector. This is regarded to be big gap. Funding is needed for programme implementation.

Conclusion

It appears that the Youth sector is well structured with a strong leadership and accountability. Links with SANAC are, however, weak. Important achievements include integrating HIV/AIDS issues into all of their Youth programmes. There is, however, insufficient sector level coordination of HIV/AIDS focussed work.

It is evident from discussions with the Youth Sector Leader that this sector is facing several challenges in fulfilling its mandate. The sector is unrepresented thus participation in the sector current model has declined. NSP primarily targets the youth thus SANAC should increase representations, for instance labour has 5 representatives and young people only has 3 representative. The sectors sub-committee is very low, there is no youth representative.

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The Sectors mandate is aligned to the NSP mandate. The youth sector has its own summit with a developed plan and they engage with SANAC stakeholders and they manage to get their message across. The sector leader mentioned that their expectations on SANAC are fair but their technical and financial support are not met.

The sectors has an established reference group which constitute of a broad network of youth organisations that allows actions to not only be reported of the youth council but that of the sectors as well. However the sector requires technical support on NSP alignment plans. The sector leader expect SANAC to define the role of each activities in plan. Interventions led by Government result in bottlenecks, the sector leader believes the inclusion of utilizing Civil Society as extension arm of service delivery in communities as it will yield better results (as the action will be responsive, spontaneous and immediate) as they reside in those communities.

Healthcare workers Sector

Introduction: Sector structure, Roles and Functions

The health sector coordinates all divisions that fall under health professions (Nurses and other associates).

Sector Mandate

The sector's mandate is to ensure that the NSP (National Strategic Plan) is being implemented.

Activities and achievements of the sector

Representatives from this sector indicated that the sector has been inactive for the current NSP period.

Needs Assessment

1 **Administrative Support:** The sector requires administrative support from SANAC.
2 **Overall Sector Coordination:** The Sector leader also mentioned the need for coordinators and an actual budget from SANAC

Conclusion

It is evident from our discussions with the sector leader that the Health sector is not well organised and although they strive to meet their mandate they struggle to implement it. The sector lead mentioned that they do not receive any assistance from SANAC which makes the sector non-functional. He further stated that they do not receive guidance nor leadership from SANAC regarding what to do as a sector. The sector leader strongly feels that they should be playing an oversight role and be given the platform to actually assist SANAC as health professionals.

Legal and Human Rights Sector Report

Introduction: Sector Structure, Roles and Functions

The legal and human rights sector is led by the national director of the Legal Resources Centre of the Human Rights Commission, Janet Love.

The sector has not convened as a sector structure during this NSP (National Strategic Plan) period. They have worked as a network rather than as an organized contingent. They have no sector plan.

Sector Mandate

The legal and human rights sector is committed to providing leadership and direction to ensure quality and equality, promoting an accessible justice and legal system and ensuring that the rights of people living with HIV and TB, especially key population at high risk of HIV exposure, such as men and sex workers, are safeguarded. (LRC website)

Activities and Achievements of the Sector

The Sector leader mentioned they mostly work outside of SANAC, but they work on a few SANAC issues.

Needs Assessment

1 **Overall Sector Coordination:** The sector needs better coordination. This includes secretariat to be in the driver's seat. Provide someone who is able to drive general meetings, arrange conferences
2 **Admin Support:** Financial Support as well as proper convening of the sector (assistance in the actual organising of the sector)

Conclusion

It is evident from our discussions with the sector lead that the Legal sector is not well organised and they are struggling to understand the complexity of the SANAC structure. The sector leader

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stated that they are not clear on how plenary relates to civil society. He emphasised the need for SANAC to avail themselves in the organising of their sector. The sector needs to complete adequate preparatory work which will enable them to identify and scrutinize where Human Rights are not sufficiently embedded.

The sector leader emphasised that the secretariat needs to drive things and provide a platform for active sharing and engagement. They need to also provide a resource who is going to drive and arrange general meetings/conferences.

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Labour

Introduction: Sector Structure, Roles and Functions

SANAC's labour sector represents labour, or the working population, through a number of trade union bodies. The sector consists of three federations – the National Council of Trade Unions (NACTU); the Congress of South African Trade Unions (COSATU) and the Federation of Unions of South Africa (FEDUSA), each federation is represented by their president as a SANAC sector leader.

Their target populations are the approximate two million union members.   The overall sector leader is the Deputy President of FEDUSA, whose role is to liaise with government and the SANAC CEO.   The sector leaders meet to discuss relevant issues in preparation for SANAC and civil society meetings.   The sector is guided by their four meetings a year, and no policy or guidelines exist.

The strength of the labour sector is their large worker base, and union level budget for campaigns (through non SANAC sources).

This report is based on interviews with representatives from NACTU; COSATU; FEDUSA and the Motor Industry Staff Association (MISA).

Sector Mandate

According to sector leaders, the labour sector plays an advocacy role by interfacing with the working population regarding HIV/AIDS. It does this by interacting with its affiliates to achieve its mandate in line with the NSP goals:

- *0 new infections.* SANAC expects the sector to advocate or implement workplace VCT programmes.
- *Reducing stigma.* SANAC expects the sector to ensure that workplace policies, guidelines and policies are not discriminatory.
- *Encouraging people to get tested.* Through workplace VCT programmes as well as the advocacy work that the sector is involved in.

The sector is achieving their mandate through advocacy, awareness and workplace programmes that they are implementing as identified above.

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Although the mandate is aligned to the NSP, it has not been formally approved because of lack of agreement between the leadership of the three federations and SANAC's CEO. The sector regard their main achievements as being their role in representing community structures and dealing with vulnerable groups (e.g. mine workers) as well as playing a role in advocating workplace policy.

While the sector integrates the expectations of SANAC with what they would do anyway, sector leaders spoke about their frustrations with SANAC. They report, that firstly, SANAC's timelines are unrealistic and secondly, SANAC is not directly funding labour for any programmes, so has no leverage to hold them accountable for achievement. Thirdly, the impact of the labour sector is not specifically measured, so it is difficult to determine the direct benefits of Labour's programmes in the SANAC reports.

Labour is supposed to be involved in the second phase of NSP, but their view is that SANAC is not providing coordination, project management or monitoring of how that is done. Poor synergy within the labour sector – with unions' delegates (e.g. NEHAWU and COSATU) representing different perspectives at SANAC meetings, also contributes to this lack of coordination as a sector.

Labour sector leadership have the follwoing expectations of SANAC:

- Transparency and partnership, including increased accountability on currently funded programmes
- Facilitating collaboration between the leadership of the labour sector and the SANAC Secretariat, to enable the successful implementation of joint programmes.
- To play a more active role in terms of:
  - Improved sector coordination
  - Provide access to funding
  - Identifying specific areas of need in the workplace
  - Supporting civil society formations, and facilitating collaboration and initiatives with government on behalf of workforce
  - Monitoring and evaluation - for NSP from 2012-2016, after measuring the success/weaknesses and failures of that strategic plan, revisit the whole approach.

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SANAC to provide ongoing measurement of programmes against defined objectives and results.

It is evident that there are weak and possibly dysfunctional communication channels between the labour sector and SANAC leadership. Leaders of the labour sector feel that their needs and suggestions are not always taken seriously by SANAC. Countered to this, it appears that labour's views are often presented to SANAC in a confrontational and demanding manner.

Labour has put forward the notion that SANAC could learn from the successful structure and operation of an organisation like NEDLAC which is able to actively engage with a multi-sectoral community on various topics. One of the identified problems is that there isn't clarity around who SANAC is accountable to in government.

Activities and Achievements of the Sector

The LS made the point that their implementation work was not enabled by SANAC, but rather through their own, union level programmes, typically funded by the International Labour Organisation. The bulk of these activities include:

- Health and safety e.g. Specific programmes to address health workers exposure to TB as well as general health awareness programmes and campaigns
- Initiation of the formulation of the code of good practice for HIV/AIDS in the workplace
- Outreach programmes e.g. with mines; voluntary testing programmes
- Initiation of male circumcision programmes

Needs Assessment

1. **Training**. Concerns were raised that the labour sector in South Africa doesn't have sufficient capacity to deliver, particularly with regards to fundraising; leadership and awareness/advocacy work e.g. how to identify key campaigns required
2. **Funding.** The sector would like SANAC to channel funds into the federation, which should distribute to its affiliates in order to resource staff and leaders to effectively run programmes. The sector leaders do not have the capacity to do the work required both of their own organisations (unions or federations) as well as take on the coordinating role required by SANAC. The LS has not been able to work together to draw up a collective strategic plan for funding; and they feel that they aren't able to deliver on their mandate due to limited funding.
3. **Monitoring & Evaluation.** The sector would like to see their own statistics in order to monitor and improve effectiveness. Further aspects include:

     a.   Programme evaluations in order to improve implementation.
     b.   Progress reports presented at quarterly meetings.
     c.   Utilising monitoring data to track alignment to the NSP.

4. **Project management.** Members do not have the time or funding to manage and coordinate projects as expected by SANAC, and as a result there are many incomplete projects. External contractors are required to complete this role. Effective project management (suggested through a funded Secretariate) will also ensure that there isn't duplication across sectors.

Conclusion

In terms of capacity to deliver on its mandate, the sector does appear to have the capacity to deliver its programmes, albeit not through SANAC funding, but through other sources for their own workplace programmes. Organisational capacity constraints are more evident in the sector's interaction with SANAC's leadership structures. The poor working relationship of the labour sector within SANAC possibly has a number of causes. It is partly due to the lack of dedicated resources for a labour representative to attend to SANAC coordination and collaboration. This, combined with dysfunctional communication channels and differing expectations, as well as mistrust are quite possibly the major capacity constraints within the sector.

In general, while the sector views SANAC's mandate expectations as reasonable, and their work as effectively in line with the NSP, they do not believe that SANAC sufficiently enables effective collaboration and partnership. The labour sector also displays very limited communication with and high levels of mistrust of SANAC. There are allegations of favouritism, corruption, lack of transparency and limited accountability within the structures of SANAC by some of the labour leaders.

Labour wants to be regarded in its own right as part of SANAC, both in terms of programme budgets and monitoring specific to the sector. The leaders hold a common view that SANAC ought to provide the sector with funding in order to implement programmes in line with the NSP. The sector also, though, have some misaligned expectations regarding SANAC's role as an implementation body. This is quite likely holding the sector back from taking the initiative in programme collaboration as well as ownership.

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It is evident that the labour sector does not view itself as part of SANAC, nor as a partner, but rather holds the perception that SANAC is an organisation of questionable intent and that it does not deliver satisfactorily on its overall mandate.