



# Annual Performance Plan

# 2019-2020





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## ACRONYMS

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>APP</b>	Annual Performance Plan
<b>ARC</b>	Audit and Risk Committee
<b>CCM</b>	Country Co-ordinating Mechanism
<b>CDC</b>	Centres for Disease Control and Prevention
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>COGTA</b>	Cooperative Governance and Traditional Affairs
<b>CSF</b>	Civil Society Forum
<b>DAC</b>	District AIDS Council
<b>DHET</b>	Department of Higher Education and Training
<b>DSD</b>	Department of Social Development
<b>DST</b>	Department of Science and Technology
<b>FDC</b>	Fixed dose combination
<b>GAM</b>	Global AIDS Monitoring
<b>GBV</b>	Gender-based violence
<b>GF</b>	Global Fund to Fight AIDS, Tuberculosis and Malaria
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>HTS</b>	HIV Testing
<b>HIV</b>	Human Immunodeficiency Virus
<b>HOS</b>	Heads of Secretariats
<b>IC</b>	Investment Case
<b>IMC</b>	Inter-Ministerial Committee
<b>LAC</b>	Local AIDS Council
<b>LGBTI</b>	Lesbian, Gay, Bisexual, Transgender and Intersex
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MMC</b>	Medical Male Circumcision
<b>MSM</b>	Men who have Sex with Men
<b>MTR</b>	Mid-Term Review
<b>NDoH</b>	National Department of Health
<b>NDP</b>	National Development Plan – Vision 2030
<b>NGO</b>	Non-Governmental Organisation
<b>NSP</b>	National Strategic Plan for HIV, TB and STIs 2017-2022
<b>NSWP</b>	National Sex Worker Plan
<b>OVC</b>	Orphans and Vulnerable Children
<b>PCA</b>	Provincial Council on AIDS
<b>PEPFAR</b>	United States President’s Emergency Plan For AIDS Relief
<b>PFIP</b>	Partnership Framework Implementation Plan





<b>PIP</b>	Provincial Implementation Plan
<b>PFMA</b>	Public Finance Management Act No1 of 1999
<b>PLHIV</b>	People Living with HIV
<b>PMTCT</b>	Prevention of mother-to-child HIV transmission
<b>PRC</b>	Programme Review Committee
<b>PR</b>	Principal Recipient
<b>PSA</b>	Public Service Announcement
<b>PSP</b>	Provincial Strategic Plans
<b>PWID</b>	People who Inject Drugs
<b>SALGA</b>	South African Local Government Association
<b>SANAC</b>	South African National AIDS Council
<b>SARS</b>	South African Revenue Service
<b>SBCC</b>	Social and Behaviour Change Communication
<b>STIs</b>	Sexual Transmitted Infections
<b>SI</b>	Strategic Information
<b>SW</b>	Sex Workers
<b>TB</b>	Tuberculosis
<b>TTT</b>	Technical Task Team
<b>UN</b>	United Nations
<b>UNAIDS</b>	Joint United Nations Joint Programme on HIV/AIDS
<b>USAID</b>	United States Agency for International Development
<b>WAD</b>	Ward AIDS Council





## FOREWORD BY THE CHAIRPERSON OF THE BOARD OF TRUSTEES

It has now two years since the Deputy President launched the country's fourth National Strategic Plan (NSP) for HIV, TB and STIs on 31 March 2017. It now falls on the South African National AIDS Council (SANAC) to ensure the successful implementation of the NSP. As a result, the next financial year is a pivotal one for SANAC and all its structures as the NSP will reach its mid-term. This will be the perfect time to review our progress to see if we are on course to reach the ambitious targets set out in the NSP.

The SANAC Trust has grown in strength over the last year and ensured an increasing level of corporate governance over the Secretariat. The fourth consecutive unqualified audit opinion of the governance, compliance, financial management and programmatic performance serves as the evidence of the Trust's growth. The Trustees have reviewed the mandate of the Trust as recorded in the Trust Deed and have resolved to clarify that the role of the Trust is primarily to fulfil functions related to the NSP that focus on coordination, support, monitoring, evaluation and resource mobilisation. The Trust's programme for the next year must therefore aim to fulfil these objectives as far as possible within the available funding envelope.

The SANAC Trust will also support the Deputy President in his role as the Chairperson of SANAC as the body that brings together government, civil society and the private sector to discuss policies and monitor the progress of the HIV, TB and STI response in South Africa. On behalf of my fellow Trustees I would like to give the Deputy President and the public the assurance that there is good corporate governance of the Trust and that the objectives of the Trust are being met.

I would like to take this opportunity to thank the CEO and his management team for putting together the following 2019/20 Annual Performance Plan. We have no doubt that this Plan will bring us closer to achieve the objectives of the Trust and contribute significantly to the goals of the NSP.

Dr Yacoob Abba Omar

**Chairperson of the Board of Trustees**









## STATEMENT BY THE CHIEF EXECUTIVE OFFICER

It is with pleasure that I present the APP for the SANAC Trust for the financial year 2019/2020. The implementation of our plans will happen as we mark the second anniversary of the National Strategic Plan 2017-2022 and at the finalization and approval of the Provincial Implementation Plans and most Multi-sectoral District Implementation Plans by the NSP Steering Committee.

With an estimated 7.9 million South Africans living with HIV and accounting for 19% of the burden of HIV globally, South Africa has to accelerate its prevention programmes to achieve the epidemic control by 2030, in line with our global political commitments. Our primary focus will be to ensure that the majority of South Africans who are HIV negative remain negative and those that are positive, continue to enjoy the good quality life. The implementation of the 10-point plan of the UNAIDS HIV Prevention 2020 Roadmap will take center-stage as we count down to our 2020 prevention targets. For us to reach the target of 75 percent reduction in HIV infections, we need concerted efforts to implement evidence-based biomedical and behavioural interventions. We will also bring all the role players to work together in addressing the social and structural drivers of the epidemic, with specific emphasis on inequality, poverty and unemployment. Optimum

We will also be accelerating the tuberculosis (TB) prevention and management initiatives with dedicated focus placed on finding the missing TB cases. While we will work with all critical sectors, there will be a particular focus on working with the mining sector, which continues to be the most vulnerable sector as well as the communities living in informal settlements, whose living conditions place them at higher vulnerability to TB infection. We will continue to harmonize the regional investments of the Global Fund to fight AIDS, TB and Malaria through the TB in the Mines Project, the domestic Global Fund investments, and our own government investments to ensure optimum impact for these resources. It cannot be business as usual when more than 30 000 people die each year from a curable disease like TB.

The roll out of the Focus for Impact methodology to all nine provinces will assist us to locate the micro-epidemics in the areas that are hardest hit. This will inform targeted allocation of limited resources and the implementation of tailored context-specific interventions in areas that require this the most. For all this to happen, we will ensure that the amplification of the voices of the communities by ensuring that they lead the response in their own areas through the AIDS Councils at all relevant levels.

I would like to express my sincere appreciation to the Chairperson of the SANAC Board of Trustees, and all the Trustees for the solid visionary leadership, guidance and support to the Secretariat. I would also like to thank the Executive Management and all our staff for their commitment and dedication. With this team, I am confident that we will walk the talk.

Dr Sandile Buthelezi

**Chief Executive Officer**









## OFFICIAL SIGN-OFF

I hereby certified that this Annual Performance Plan (APP):

- Was developed by the management of the SANAC Trust under the leadership of the Board of Trustees and is signed off on their behalf by the Chairperson of the Board of Trustees
- Was prepared in line with the current NSP and the SANAC Trust Deed; and
- Takes into account all the relevant policies, legislation and other mandates for which the SANAC Trust may be responsible
- Accurately reflects the performance targets, which the SANAC Trust will endeavour to, achieve given the resources made available in the budget for 2019/2020.

Ms. Sandra Stipeć

**Chief Financial Officer**

Ms. Nolwazi Gasa

**Executive: Strategic Information**

Dr Sandile Buthelezi

**Chief Executive Officer**

**Approved by:**

Dr Yacoob Abba Omar

**Chairperson of the SANAC Trust**





# PARTA

## STRATEGIC OVERVIEW

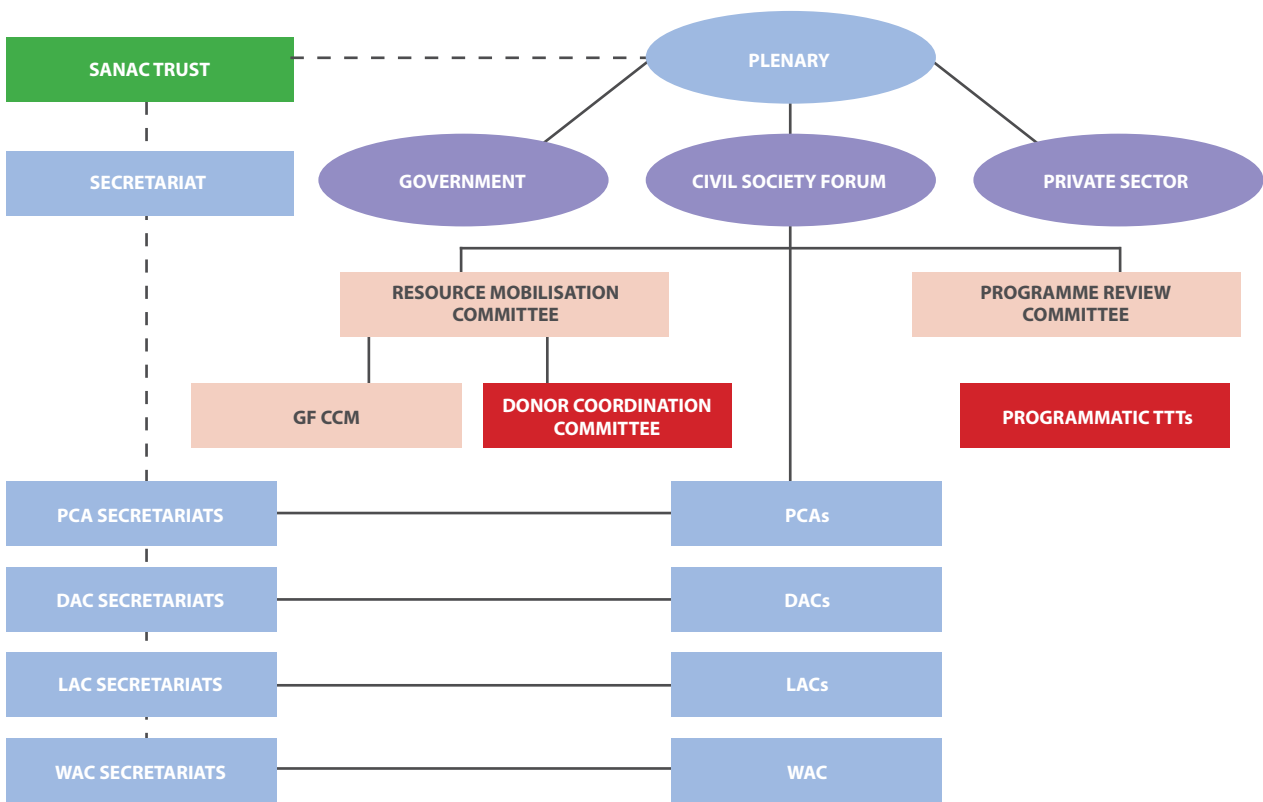




# OVERVIEW OF THE SANAC SECRETARIAT

The South African National AIDS Council (SANAC) is a voluntary association of institutions established by the Cabinet of the South African Government to build consensus among government, civil society, private sector and all other stakeholders to drive an enhanced country response to the epidemics of HIV, TB and Sexually Transmitted Infections (STIs). The Council is not a juristic person. Under the direction of SANAC, the government of South Africa created the SANAC Trust as the legal entity charged with ensuring the implementation of SANAC resolutions to ensure the achievement of the objectives of SANAC. In order to realise its vision; the SANAC Trust is part of a multi-sectoral governance structure as illustrated in Figure 1 below. Each of the structures have clear roles and responsibilities as outlined in the SANAC Procedural Guidelines.

**Figure 1: SANAC Structure**



## SANAC Trust Strategic Objective

The SANAC Trust exists to implement the objects of the SANAC Trust established in terms of the Trust Property Control Act. Specifically, the overall mandate of the Secretariat is to support the implementation of the *National Strategic Plan (NSP) for HIV, TB and STIs 2017-2022*. The key objectives of the SANAC Trust include the following:

- Foster **dialogue** between government, civil society and all other stakeholders and oversee the country’s response to HIV, TB and STI;
- **Advise** government on HIV and AIDS, TB and STI policy and strategy
- Strengthen the **governance, leadership and management** of the response to HIV, TB and STI at national, provincial, district and local levels;





- Strengthen the **multi-sectoral response** to HIV, TB and STI as a contribution to the overall socio- economic development of South Africa, including, but not limited to policy review, programme management and co-ordination, technical assistance, capacity building and sectoral support;
- Mobilise **resources** domestically and internationally to finance the response to HIV, TB and STI, including but not limited to estimating expenditure and resource needs, fund-raising from domestic and international institutions, including Treasury, donor co-ordination and investigating new sources of funding for the multi-sectoral response and the NSP;
- Ensure the monitoring and evaluation of progress against the targets set in the NSP and ensure mid- and end of term evaluations for the NSP. Linked to this, strengthen **strategic information** (monitoring and evaluation, surveillance and surveys, research and knowledge management) to drive progress towards the achievement of NSP Goals and ensure evidence-based planning, programme performance and evaluation
- Furthermore, create and strengthen **partnerships** for an expanded national response in South Africa to HIV, TB and STI among government departments and agencies, civil society and non-governmental organisations (NGOs), donors of funds, United Nations agencies, the private sector and people living with HIV, TB and STIs.

A historical timeline of the SANAC is provided below:

<b>1997</b>		Cabinet establishes Inter-Ministerial Committee on AIDS.
<b>1999</b>		Government reviews current efforts on HIV/AIDS prevention, treatment and care with broad stakeholder participation and starts developing a new strategic plan.
<b>2000</b>		Cabinet establishes SANAC. HIV/AIDS/STD Strategic Plan for South Africa 2000-2005 adopted. Work of IMC integrated into Cabinet Clusters.
<b>2002</b>		SANAC Trust established by the Government through the Department of Health. Trustees are government representatives.
<b>2006</b>		SANAC restructured with 3-tier structure-SANAC Plenary (Tier 1), Programme Implementation Committee, Resource Management Committee (Tier 2) and Sector Committees (Tier 3). A new IMC established.
<b>2007</b>		Restructured SANAC holds its first meeting and endorses National Strategic Plan on HIV, STIs and TB 2007-2011
<b>2008</b>		SANAC adopts Procedural Guidelines setting out the roles and functions of SANAC structures
<b>2010</b>		New SANAC Board of Trustees appointed and chaired by civil society.
<b>2011</b>		NSP 2012-2016 adopted in 2011 and announced on World AIDS Day 2011.
<b>2012</b>		SANAC restructured to align with NSP 2012-2016. Increased Plenary members, Programme Review Committee and NSP Financing Committee replace Programme Implementation Committee and Resource Management Committee, respectively. Civil Society Forum established.
<b>2013</b>		New SANAC Trustees appointed to replace outgoing Trustees. Deed of Trust amended.
<b>2015</b>		New SANAC Trustees appointed to replace outgoing Trustees and held inaugural meeting in January 2016. New Procedural Guidelines drafted, not yet approved.

The development of the SANAC Trust Annual Performance Plan resonates with the goals of the NSP 2017-2022.





## The Goals of the NSP 2017-2022 are:

- Goal 1.** Accelerate prevention to reduce new HIV, TB and STI infections: *“Breaking the Cycle of Transmission”*
- Goal 2.** Reduce morbidity and mortality by providing HIV, TB and STIs treatment, care and adherence support for all: *“90-90-90 in Every District”*
- Goal 3.** Reach all key and vulnerable populations with customised and targeted interventions: *“Nobody Left Behind”*
- Goal 4.** Address the social and structural drivers of HIV, TB and STI infections: *“A multi-department, multi-sector approach”*
- Goal 5.** Ground the response to HIV, TB and STIs in human rights principles and approaches: *“Equal Treatment and Social Justice”*
- Goal 6.** Promote leadership and shared accountability for a sustainable response to HIV, TB and STIs: *“Mutual Accountability”*
- Goal 7.** Mobilise resources to support the achievement of NSP goals and ensure a sustainable response: *“Spend Now, Save Later”*
- Goal 8.** Strengthen strategic information to drive progress towards achievement of NSP goals: *“Data-Driven Action”* The APP also reflects principles reflected in the Vision, Mission and Values of the SANAC Trust:

### Vision:

The vision of the SANAC Trust is to have a South Africa free from the burden of HIV, TB and STI's.

### Mission

The mission of the SANAC Trust Secretariat is to lead the implementation of the National Strategic Plan by government, civil society and the private sector through technical guidance, effective coordination, resource mobilisation and the strengthening of strategic information.

### Values

- Integrity
- Accountability
- Resilience
- Respect
- Transparency
- Team Spirit







## SITUATIONAL ANALYSIS

### Performance Environment

South Africa has continued to make notable progress in formulating and implementing a dedicated response to the HIV, TB and STI pandemics. Evidence of the progress made include significant expansion of HIV testing services (HTS) and efforts to link people to care; a dedicated focus on the HIV-TB co-infection rates and the political commitment made towards ensuring that an increasing number of people are on antiretroviral therapy.

Remarkably, the South African Government's fiscal allocation to HIV, TB and STIs remains one of the largest in the world, augmented by development partners, private sector and civil society. Notwithstanding these significant investments, prevention remains a major challenge and all key stakeholders have raised the clarion call for more ambitious targets to be adopted to ensure that especially young and vulnerable people do not become infected with HIV, TB and STIs. One of the key strategies requiring focus going forward will be the scale up of Pre-Exposure Prophylaxis (PrEP), which when used in addition with other combination prevention programmes, does appear to bear promising results. Furthermore, there are serious concerns regarding the loss to follow up of people initiated on treatment, resulting in sub-optimal treatment outcomes.

Recent discourse has reflected on the social and structural barriers that contribute to the vulnerability of key and vulnerable populations to HIV infection. For example, despite the immense work to introduce social security and other cash transfer programmes, the reality is that South Africa continues to have one of the highest levels of unemployment, inequality and poverty in the world. The high levels of Gender-Based Violence (GBV) are cause for great concern, escalated to Presidential level to initiate intervention from the highest office. Furthermore, the levels of legal and human rights abuses do not only place vulnerable populations at risk but also serve to limit the extent to which they can seek requisite services. Initiatives such as the She Conquers Campaign and advocacy for the decriminalisation of sex work seek to reducing vulnerability of key and vulnerable populations.

While there is a dedicated focus on scaling up a comprehensive package of interventions, which includes biomedical, socio-behavioural and structural interventions; the coordination of programmes for key and vulnerable populations; the credibility of data and limited evidence base that exists remains an area of great concern.

There needs to be an urgent and dedicated focus to identify the significant number of people initiated on treatment, but whose whereabouts are currently unknown. This will ensure that there is programme improvement, positive treatment outcomes and returns on investment, including improved life expectancy and productivity. While there appears to be improvements in the HIV/TB co-infection rate, the quality of data for both TB and STIs still requires much work. During 2018 there was a Global and Parliamentary Focus on TB that can only underscore the importance of this pandemic.

The progress made regarding the development of the Human Rights Strategy is most commendable. The challenge going forward will be how best to accelerate implementation, not only during the Human Rights Month, but on a permanent basis such that all key stakeholders are sensitised to fully understand the dangers of the impact of legal and human rights abuses on the spread of the epidemics.

In line with the global focus on data-driven change; the APP advocates for strong strategic information systems that will ensure the timely identification of further risk factors, the monitoring of progress, the evaluation of the impact of interventions, surveillance, surveys and a coordinated research agenda. These activities are critical to ensure that the country has credible data on HIV, and especially TB and STIs. While a number of research and academic-organisations are conducting research and knowledge management activities, more often than not, the implementation is in silos and upon the release of reports; there is limited utilisation of the evidence base to inform planning and policymaking and improved implementation. Equally important, there is a need to facilitate active citizenry in defining the research agenda and utilising community-based initiatives that provide relevant information, unique to different districts.





Partly to address the aforementioned, SANAC, in collaboration with relevant stakeholders, has secured resources for rolling out the Focus for Impact (FFI) methodology to all nine provinces. This will be critical for building a credible database of information, working with communities to identify drivers of the pandemics in districts and facilitate the allocation of limited resources to the development of programmes that are tailor-suited to the unique needs of each district. District, local and ward based AIDS Councils, which are representative of all stakeholders at the different levels will be especially critical for this undertaking.

Through its strategic goals and sub-objectives, the NSP (2017-2022) underscores the importance of addressing the needs of key and vulnerable populations, the centrality of a multi-sectoral response and the impact of focus for impact. Given the array of key interventions required, the central coordination role of the SANAC Trust has become especially critical to ensure that the implementation of the NSP and the realisation of the targets in the NSP.





## ORGANISATIONAL AND LEADERSHIP ENVIRONMENT

### The Board of Trustees

The term of office of Dr Ayanda Ntsaluba, the former Chairperson of the Board, and Ms Mmapaseka Letsike ended on 29 January 2019. The Deputy President has appointed Dr Yacoob Abba Omar as the new Chairperson of the Board of the SANAC Trust. The Deputy President is in the process of appointing three additional Trustees, in line with the provisions of the Trust Deed, to replace Ms Grathel Motau, Dr Ntsaluba and Ms Letsike. The registration of the newly appointed Trustees with the Master of the High Court is in progress.

### Roles and Responsibilities of the Board of Trustees

The Trust Deed outlines the roles and responsibilities of the Trustees. The Trust Property Control Act 57 of 1988 and the Trust Deed (established in 2002) govern the Trust

### Board Committees

During the 2018/19 financial year, the following subcommittees were functional: Audit and Risk Committee; Remuneration Committee; and Governance Committee.

### Risk Management

Risk management entails the identification and evaluation of key risks and developing effective risk mitigation strategies. The implementation of additional controls and procedures occurs to bring all risk to an acceptable level, where there are gaps between the accepted level of risk and the residual risk after mitigating strategies. The Trust deems the matters listed below as key risk areas and indicators, which the Trust must constantly endeavour to control:

- 1. Funding:** The Trust needs to maximise the funds realisable from donors to ensure the sustainability of the implementation of the NSP, as well as raise funds to cover costs relating to the full implementation of the mandate of the Trust.
- 2. Support:** All spheres of government, civil society and the private sector must be well coordinated and supportive of SANAC work.
- 3. Focus for Impact:** Data and statistical information to support implementing partners and policy makers must always be available and up to date.
- 4. Communication:** internal communication and external communication to stakeholders and the public needs good management; this also includes effective management of stakeholder's expectations.
- 5. M&E:** fully functional M&E system to monitor progress of the NSP implementation. Establishment of key performance indicators to measure results.
- 6. Governance, Finance and Administration:** Increased effectiveness and efficiency at all levels of Governance, Finance and Administration.

### Audit and Risk Committee

The purpose of this sub-committee of the board is to review the effective functioning of internal controls. Internal Audit reports to the Chief Executive Officer and the Audit and Risk Committee on all matters relating to internal controls and any challenges that the organisation faces relating thereto. NEXIA-SAB&T continued as internal auditors throughout the year and reported to the Audit and Risk Committee. A competent procurement process led to the appointment of NEXIA SAB&T as internal auditors for the next financial year. The Audit and Risk Committee also exercises oversight in the appointment and functions of the external audit.





## Remuneration Committee

The role of the Remuneration Committee is to assist the Board in ensuring that the remuneration policies of the Trust are in its long-term best interest. The Remuneration Committee must ensure that the remuneration decisions of the Board remunerate executives and all other employees fairly and responsibly, to ensure the delivery of value, by employees, to all stakeholders of the Trust. The Remuneration Committee played this role by providing guidance to the Board on the approval of various policies and on matters related to salary increases of employees of the Trust.

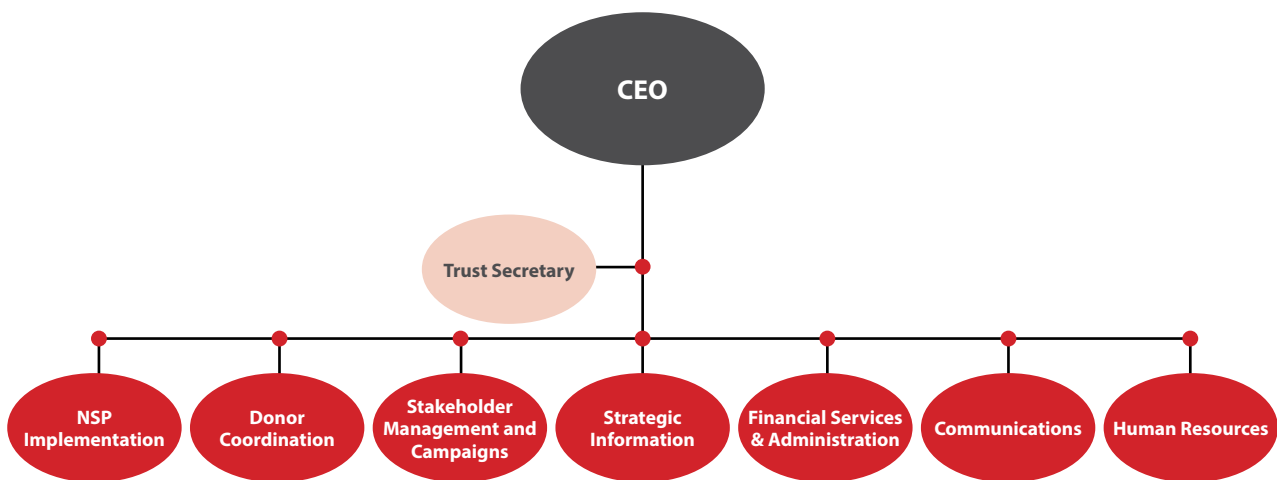
## Governance Committee

The Governance Committee is responsible for reviewing the governance structures and practices of the organisation and reporting its findings and recommendations to the Board. The Governance Committee continued to play this role by advising the Board on its composition. This Committee also played a vital role in recommending significant amendments to the Trust Deed as well as the Procedural Guidelines, which provide the ultimate framework through which SANAC operates.

## Human Resources Management

In support of the implementation of the Trust mandate and activities, the SANAC Trust, under the leadership of the Chief Executive Officer, operates within seven functional programme areas. Staff within the SI unit sit at both National and Provincial offices, with all other staff based at the Head Office in Pretoria.

# ORGANISATIONAL STRUCTURE





## Figure 2: SANAC Trust organisational structure

The Organisational structure reviewed late in 2017 is due for finalisation by June 2019. The review of the organisational structure arose out of the recognition that the Trust faced significant challenges in ensuring that suitably qualified staff members were recruited and retained to ensure that the Trust executed its primary mandates of coordinating and supporting the implementation of the National Strategic Plan on HIV, TB and STI. The Trust also recognised that requisite resources needed to be mobilised to support the implementation of the NSP. As mentioned above, building and strengthening partnerships across the board is critical to ensure the realisation of the SANAC Vision. Lastly, strategic information capacity needs to strengthening to ensure credible monitoring and evaluation, an evidence-based approach and utilisation of research and knowledge management to further support the implementation of the NSP and the provincial and district implementation plans.

Human Resource priorities for the year under review include the following:

- 1. Organisational Structure:** The Trust has revised its structure for the period under review. A consideration of available resources and reporting relationships takes precedence. The review and finalisation of the governance model and processes are in progress. Decision-making and communication processes are also being evaluated and adjusted. In addition, two new Executive Management positions were created and have been recently been filled. The current staff establishment is 56. However, the current staff complement is 43, with five funded vacancies and five unfunded vacancies.
- 2. Recruitment of Staff:** Due to the revised organisational structure and increase in the size of the organisation, the recruitment drive continues. Recruitment of Executive Management positions is complete together with the filling of five support staff vacancies. At the end of August 2018, the NSP Executive Manager went on retirement and the Trust is in the process to fill this position at the beginning of the next financial year.
- 3. Policy Review:** The review of a number of HR policies is complete and due to be presented to the Board for approval in March 2019.
- 4. Performance Management, Compensation/Benefits:** The Performance Management policy and performance management contracts take precedence for development and implementation immediately after policy finalization and approval. The Remuneration policy and strategy are in consideration as part of the Trust's compensation system. The introduction of the appraisal process to all employees will occur during the second semester. The compensation system will be reviewed and improved from time to time, based on availability of funds, to ensure employee retention and high morale.
- 5. Culture:** The culture element that focusses on attitudes, beliefs, commitment and motivation and the formal elements of process and structure are very crucial in determining performance management and talent development. These elements determine success and can be most influential in hindering or enhancing performance and talent. Communication within the organisation, across different units has improved with a reduction in the culture of working in silos. Information sharing through meetings and teambuilding events has substantially improved.







## Personnel cost

The current monthly personnel costs are R2 583 313, 42. The annual costs being R30 999 773.

## Equity

The tables below illustrates the human resource equity of the Trust’s personnel. The Trust does not have to comply with BBBEE codes based on the size of the Trust, but its turnover exceeds R5 million, which requires the Trust to develop and identify equity targets. The Trust meets equity targets and is currently striving to recruit individuals that represent all the diverse communities we serve.

Level	African		Coloured		Indian		White	
	Male	Female	Male	Female	Male	Female	Male	Female
Top management	2	2	0	1	0	0	0	1
Senior management	0	3	0	0	2	0	0	2
Professional qualified	8	10	0	0	0	0	0	0
Administrative Personnel	1	6	0	0	1	0	0	0
Unskilled	0	2	0	0	0	0	0	0
<b>Total</b>	<b>11</b>	<b>23</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

The Trust currently does not have any staff members living with disabilities; a matter that is receiving priority focus.

## Effective functioning of the trust

In order to ensure optimal functioning of the seven programme areas, SANAC Trust leadership needs to strengthen internal capabilities and resources in a consistent manner. Internal capabilities serve as building blocks to enhance the current strength. SANAC Trust staff have the requisite technical skills to perform, but also require regular re-skilling to complement their capabilities and cope with the ever-changing context of the pandemic.

## Raise funds for trust activities

The Trust needs to intensify efforts to increase and diversify the amount of funding received from traditional and non-traditional funders as part of the effort to coordinate stakeholder participation.

## Information and communication

The Trust’s capabilities to inform and communicate about the NSP require strengthening to enable impactful nationwide campaigns. The Trust needs to prioritise on the following:

- Increase communication and information flow within the Trust’s functional programmes to enhance inter-unit task collaborations.
- Continue positioning itself at the centre of the campaigns against HIV, TB and STIs.

The growing information and data at the disposal of the Trust provides it with the authority to lead the implementation of the NSP. The Trust will use this advantage to continue providing thought leadership and expert authorship of related information. SANAC Trust will also promote projects that focus on social behavioural change in the campaign to reduce the infection rates.

## Support NSP programmes

The SANAC Trust will continue to develop and implement holistic approaches towards the processes targeted at achieving the goals of the NSP. The Trust will deepen its engagement with the private sector to access pertinent data from private care health providers, partner in personal wellness campaigns and attract funding for NSP projects.





## Strategic information for the NSP

The Trust will seek to improve on the consistency and delivery of data from host institutions to support the Monitoring and Evaluation of the NSP performance. This is critical for monitoring and tracking the performance of key programmes for the realisation of the NSP, improve service delivery, establish the evidence base and utilise the latter to improve policy and planning. SANAC Trust will develop annual research agendas and coordinate the implementation of all studies conducted in line with the epidemic. SANAC will identify research gaps and guide researchers accordingly.

## Effective and meaningful participation of stakeholders

The Trust will continue supporting and strengthening the Provincial Councils on AIDS to ensure a continued commitment to the NSP by the provincial governments. The SANAC Trust will strengthen its capacity in terms of operational resources to respond to the relevant interests of the stakeholders, appropriately.

## Legislative and other mandates

The following pieces of legislation and mandates guide the SANAC Trust:

- The Trust Property Control Act No. 57 of 1988: Provides for control of trust property and for matters connected thereto
- Basic Conditions of Employment Act No. 75 of 1997: Provides for the minimum conditions of employment that employers must comply with in their workplaces
- Compensation for Occupational Injuries and Diseases Act No. 130 of 1993: Provides for compensation for disability caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, and for death resulting from such injuries or disease
- Employment Equity Act No. 55 of 1998: Provides for the measures that must be put into operation in the workplace in order to eliminate discrimination and promote affirmative action
- Labour Relations Act No. 66 of 1996: Regulates the rights of workers, employers and trade unions
- Occupational Health and Safety Act No. 85 of 1993: Provides for the requirements that employers must comply with in order to create a safe working environment for employees in the workplace
- Promotion of Equality and the Prevention of Unfair Discrimination Act No. 4 of 2000: Provides for the further amplification of the Constitutional principles of equality and elimination of unfair discrimination
- Protected Disclosures Act No. 26 of 2000: Provides for the protection of whistle-blowers in the fight against corruption
- Public Finance Management Act No. 1 of 1999: Provides for the administration of State funds by functionaries, their responsibilities and incidental matters
- Skills Development Act No. 97 of 1998: Provides for the measures that employers are required to take to improve the levels of skill of employees in workplaces
- Unemployment Insurance Contributions Act No. 4 of 2002: Provides for the statutory deduction that employers are required to make from the salaries of employees

## Financial environment

The income budget is from the pledged core funding from National Treasury through the NDoH and DSD and the restricted grants that signed or pledged by funders. The table below depicts the estimated financial allocation over the MTEF approved by the Board in quarter 2 of 2018/19. Due to the local economic constraints and international donor allocation restrictions, the funding has declined from the expectation in quarter 2 of 2018/19. SANAC will endeavour to absorb some of the funding reductions through reprioritisation of activities and embarking on a donor funding drive.





Funders	2019/20	2020/21	2021/22	TOTAL MTEF 2019 – 2022
	R	R	R	R
NDOH (Core)	17 946 292	18 843 607	19 785 787	56 575 686
DSD (Core)	41 470 000	33 043 500	34 695 675	109 209 175
DSD (SBC)	62 000 000	-	-	62 000 000
CDC – CoAg	13 743 750	28 181 250	29 653 125	71 578 125
National Lotteries Commission	2 000 000	-	-	2 000 000
GIZ	4 000 000	4 000 000	4 000 000	12 000 000
Global Fund	4 398 000	3 234 000	3 408 300	11 040 300
Interest	891 244	778 307	817 222	2 486 773
<b>Total Income</b>	<b>146 449 286</b>	<b>88 080 663</b>	<b>92 360 109</b>	<b>326 890 058</b>

Units	2019/20	2020/21	2021/22	TOTAL MTEF 2019 – 2022
	R	R	R	R
Communications	8 222 537	5 296 573	5 550 173	19 069 284
Donor Co-ordination	2 478 537	2 409 373	2 506 322	7 394 231
Governance & Administration	8 593 604	8 254 103	8 720 128	25 567 836
NSP Implementation	76 584 451	14 258 324	14 881 815	105 724 590
Remuneration	32 198 831	43 784 150	45 684 608	121 667 589
Strategic Information	9 994 397	6 768 141	7 312 287	24 074 825
Stakeholder Management & Campaigns	7 506 944	7 263 904	7 474 557	22 245 404
<b>Total Expenditure</b>	<b>145 579 301</b>	<b>88 034 568</b>	<b>92 129 891</b>	<b>325 743 760</b>

	2019/20	2020/21	2021/22	TOTAL MTEF 2019 – 2022
	R	R	R	R
Total income	146 449 286	88 080 663	92 360 109	326 890 058
Total expenditure	145 579 301	88 034 568	92 129 891	325 743 760
<b>Net cash surplus</b>	<b>869 986</b>	<b>46 095</b>	<b>230 218</b>	<b>1 146 299</b>





# PART B

## PROGRAMME AND SUB-PROGRAMME PLANS





Below are the six programmes of the Annual Performance Plan for the SANAC Trust: Programme 1: Governance and Administration

Programme 2: Communication

Programme 3: NSP implementation and support

Programme 4: Strategic Information

Programme 5: Resource Mobilisation and Donor Co-ordination

Programme 6: Stakeholder Management and Campaigns

## **Programme 1: Governance and Administration**

### **Problem statement**

As an organisation that brings together various stakeholders and structures, SANAC constantly faces challenges of streamlining, coordination, and collaboration.

### **How are we responding?**

Through the leadership of the CEO, the Governance and Administration unit ensures effective streamlining and coordination of SANAC internally and its governance structures.

### **Links to the NSP**

The work of this unit supports all the goals of the NSP.

### **Programme Purpose**

The governance and administration functional area provides overall administration and management for the SANAC Trust and centralised support services. The department provides strategic guidance, frameworks and tools to ensure accountability, fairness, and transparency of the SANAC processes and procedures towards the coordination of the national HIV, TB and STIs response.

### **Strategic Objective:**

Strengthen the governance, leadership and management of the response to HIV, TB and STI







Sub- Objective	Performance Indicators	Means of verification	Actual Performance		Estimated performance		Medium-term targets		
			2017/18	2018/19	2019/20	2020/21	2021/22		
Lead and ensure efficient planning and coordination of SANAC programmes/units project	Number of Executive Management Committee (EXCO) meetings	Attendance Register & Minutes	New Indicator	12	16	16	16	16	
	To provide overall supervision over the operations of the SANAC Trust as a reputable institution								
Ensure ethical and prudent governance of the SANAC Trust as a credible institution	Number of Management Committee (MANCO) meetings	Attendance Register & Minutes	New Indicator	12	16	16	16	16	
	Strengthen the involvement of the Board in the work of SANAC (Programmes)	Attendance Registers and minutes of meetings	4	4	4	4	4	4	
Strengthen the functioning of all SANAC governance structures to ensure that SANAC stakeholders participate optimally in the response to HIV, TB, and STIs	Number of PRC, IMC and Plenary meetings	Attendance Registers & Minutes	2	6	6	6	6	6	
	Maintain efficient transparent and accountable reporting systems and processes	Board approved Annual Performance Plan by quarter 1	1	1	1	1	1	1	
Strengthen SANAC's financial capabilities by attracting new sources of funding from the traditional and non-traditional funders.	Board-Approved Annual Report by Q2, published on time	Approved published Annual Report by quarter 1	1	1	1	1	1	1	
	An unqualified audit opinion by Q2	Annual Audit report	1	1	1	1	1	1	
Strengthen SANAC's human resource capabilities	An approved HR Plan with 4 relevant policies approved by Quarter 4	Approved HR Policies	New Indicator	1	1	1	1	1	





## Performance indicators and annual targets

Performance indicator	Reporting period	Annual target	Quarterly targets			
		2019/2020	Q1	Q2	Q3	Q4
Number of quarterly Executive Management Committee (EXCO) meetings	Quarterly	16	4	4	4	4
Number of quarterly Management Committee (MANCO) meetings	Quarterly	16	4	4	4	4
Number of quarterly Board meetings	Quarterly	4	1	1	1	1
Number of quarterly PRC, IMC and Plenary meetings	Quarterly	6	1	2	2	1
Board-Approved APP by Q1, published on time	Annual	1	1	0	0	0
Board-Approved Annual Report by Q2, published on time	Annual	1	0	1	0	0
An unqualified audit opinion by Q2	Annual	1	0	1	0	0
An approved HR Plan with 4 relevant HR policies approved by Quarter 4	Annual	1	0	0	0	1





## Programme 2: Communication

### Problem statement

The mission, role and work that SANAC does is not widely communicated across platforms. There is no large-scale national social behaviour change communications campaign for responding to HIV, TB and STIs. Current communications efforts are largely limited to large-scale events linked to World AIDS Day and World TB Day, rather than sustained interventions focused on achieving the goals and objectives of the National Strategic Plan.

### How we are responding

SANAC will develop an overall communications plan across all its sectors, including the Secretariat, private sector, government, organised business and civil society that describes the most effective methods of communication and the frequency of such communications. This will give SANAC an executable plan to communicate with all its stakeholders. SANAC will lead the development of a national social Behaviour Change Communications Strategy (BCCS) in partnership with relevant national departments, provinces, civil society and the private sector to coordinate and fast track achieving the goals of the National Strategic Plan on HIV, STIs and TB, including the social and structural drivers.

### Link to NSP

The 2017 – 2022 National Strategic Plan recognises social and behavioural communication as a critical enabler to support the attainment of all the goals of the NSP.

### Programme Purpose

To coordinate all communication related activities and requirements for SANAC Trust programmes and projects.

### Strategic Objective:

Foster dialogue and build consensus so that government, civil society, the private sector and development partners cooperate to achieve the goals of the NSP





Sub- Objective	Performance indicators	Means of Verification	Actual Performance	Estimated Performance	Medium-term targets		
			2017/18	2018/19	2019/2020	2020/21	2021/22
Increase SANAC brand awareness and visibility	Approved National SBCC strategy by Quarter 2	Draft SBCC Strategy	New Indicator	New Indicator	1	0	0
	Approved National SBCC campaign guidelines by Quarter 3	Approved SBCC Strategy Draft National SBCC guidelines Approved National SBCC Guidelines	New Indicator	New Indicator	1	1	1
	Number of SANAC Media engagements	Reports on SANAC Media Engagements	1	1	4	6	8
Increase SANAC brand awareness and visibility	Number of SANAC newsletters	SANAC Newsletters published on the SANAC website	4	4	4	4	4
	Number of events with SANAC visibility	Records of Events with actual SANAC Visibility	4	4	6	8	8
Create an enabling environment for advocacy to achieve NSP goals	Number progress reports supporting the implementation of the NSP, published on the SANAC Website	Published NSP Progress Reports on the SANAC website	1	2	2	4	4
Strengthen and promote communication amongst stakeholders in the achievement of the NSP and PIP Outcomes;	Publish information hub on the SANAC website	information hub	New Indicator	New Indicator	1	1	1
	Approved internal communication system policy, implemented within stipulated timeframes	Draft internal communications systems policy Approved Internal Communications systems policy	New Indicator	New Indicator	1	0	0
Strengthen and promote communication amongst stakeholders in the achievement of the NSP and PIP Outcomes;	An approved World AIDS Day/ Toolkit developed within set timeframes	1 World AIDS Day toolkit	1	1	1	1	1
	An approved World TB Day Toolkit developed within set timeframes	1 World TB Day Toolkit(s)	New Indicator	New Indicator	1	1	1
Forge partnerships with all communication partners in the national response in HIV/ TB and STI;	Approved Social Behavior Change Communications Technical Task Team minutes with recommendations	TTT meeting minutes with recommendations	New Indicator	New Indicator	2	2	2



Performance indicator	Reporting period	Annual target	Quarterly targets			
		2019/2020	Q1	Q2	Q3	Q4
Approved National SBCC strategy by Quarter 2	Annual	1	0	0	0	1
Approved National SBCC campaign guidelines by Quarter 3	Annual	0	0	0	1	
Number of SANAC Media engagements	Quarterly	4	1	1	1	1
Number of SANAC newsletters	Quarterly	4	1	1	1	1
Number of events with SANAC visibility	Quarterly	6	1	2	2	1
Number progress reports supporting the implementation of the NSP, published on the SANAC Website	Quarterly	2	1	0	0	1
Publish information hub on the SANAC website	Annual	1	0	0	0	1
Approved internal communication system policy, implemented within stipulated timeframes	Annual	1	0	0	0	1
Approved World AIDS Day Toolkits	Annual	1	0	0	1	0
Approved TB toolkits	Annual	1	0	0	0	1
Approved Social Behavior Change Communications Technical Task Team minutes with recommendations	semi-annual	2	0	1	1	0







## **Programme 3: NSP Implementation Unit**

### **Problem statement**

Different stakeholders often implement the country HIV, TB and STI response in a fragmented and ad hoc fashion. Programmes are not always evidence-based nor focused for impact.

### **How are we responding?**

The NSP Implementation Unit coordinates and advises on the implementation of priority programmes for key and vulnerable populations in the National Strategic Plan to ensure synergy across all sectors and programmes. The Unit also leads the assessment and capacity building of sub-national coordination structures in the HIV, TB and STI response.

### **Link to the NSP**

This Unit directly supports the overall effective coordination and implementation of the National Strategic Plan and leadership in areas that need initiation, improvement and/or expansion.

### **Purpose of the NSP Unit**

- Support national coordination for effective implementation of the NSP
- Support the coordination and oversee the implementation of a coordinated prevention roadmap
- Develop, review, update and complete national strategies and plans to guide the HIV response to key and vulnerable populations
- Build the capacity of provincial, district and local aids councils.

### **Strategic objectives:**

1. Foster dialogue and build consensus so that government, civil society and private sector and development partners cooperate to achieve the goals of the NSP
2. Advise government on HIV and AIDS, TB and STI policy and strategy and related matters
3. Strengthen governance, leadership and management of the response to HIV, TB and STI





Sub- Objective	Performance Indicators	Means of verification	Actual Performance	Estimated performance	Medium-term targets		
			2017/18	2018/19	2019/20	2020/21	2021/22
Optimize the engagement and collaboration with all SANAC stakeholders to reach consensus on coordination structures, one country plan and monitoring mechanism for the response	Number of reports from the Social and Structural Drivers and Prevention Technical Task Team meetings developed annually	Signed reports with recommendations	New Indicator	2	4	4	4
Lead the development of the NSP	Approved National Strategic Plan for HIV, TB and STIs (2022-2027) completed within stipulated timeframes	Published NSP	0	0	0	0	1
Collaborate with government departments to develop implementation plans in support of the NSP	Number of Government plans developed to support NSP implementation annually.	Approved governmental implementation plans	New Indicator	0	1	1	1
Provide technical support to AIDS Councils in the development of PIPs on/for HIV, TB and STI response	Number of Costed PIPs published on the SANAC Website	Costed PIPs	0	0	3	6	0
Identify potential gaps and develop appropriate responses to address the implementation of the NSP objectives	Scorecard with T/A checklists	Scorecard			1	1	1
	She Conquers Assessment report developed within set timeframes	She Conquers Report	0	0	1	0	0
	Accelerated Prevention Revolution Report developed annually	Prevention Revolution Progress Report adopted	1	1	1	1	1
	Number of Key Populations Progress Reports developed annually and submitted within set timeframes	Approved SW, PWID & LGBTI Reports	0	2	3	3	3
	A mid-term review of national strategies for key populations conducted for approval, within set time frames	Approved SW Mid Term Report	New Indicator	0	1	0	0





Sub- Objective	Performance Indicators	Means of verification	Actual Performance 2017/18	Estimated performance 2018/19	Medium-term targets		
					2019/20	2020/21	2021/22
Strengthen AIDS council at all levels for coordination of the HIV, TB and STI response	Provincial AIDS Councils' functionality criteria developed and published on the SANAC website.	Approved Functionality Criteria	New Indicator	0	1	1	0
	Number of PCA Functionality Assessments conducted annually and tabled at the quarterly Heads of Secretariat meeting	Functionality Assessment Reports	New Indicator	0	9	9	9
Lead in the development of strategies and programmes for key and vulnerable populations	Approved AIDS Councils Secretariat Guidelines developed.	Draft and Approved AIDS Councils guidelines	0	0	1	0	0
	Number of Heads of Secretariat (HoS) PCA meeting reports developed annually.	HoS PCA meeting reports	New Indicator	3	4	4	4
	Annual business plan developed for the implementation of the DSD national SBCC programme.	Approved business plans		1	1	1	1
	Number of contracts signed annually with NPOs across 9 provinces to implement the DSD National SBCC programme.	Signed contracts	0	15	15	15	15
Coordinate and support the implementation of programmes for key and vulnerable populations and ensure alignment	Number of new national strategies for key populations developed and published	Developed national strategies for key populations		0	1	1	0
	Number of Key Population treatment cascades developed annually.	KP treatment cascades		1	1	1	1
	Number of Municipal Fast Track Co-ordination meetings held annually. 19 Fast-Track Municipalities identified	Report from Municipal Fast Track Co-ordination meetings	New Indicator	1	1	1	1
	Number of reports on engagement on SALGA Pledge annually	Engagement reports	New Indicator	0	2	2	2



Annual and Quarterly targets against performance indicators						
Performance indicator	Reporting period	Annual target	Quarterly targets			
		2019/20	Q1	Q2	Q3	Q4
Number of reports from the Social and Structural Drivers and Prevention Technical Task Team meetings developed annually	Quarterly	4	1	1	1	1
Number of Government sector plans developed to support NSP implementation annually.	Annual	1	0	1	0	0
Number of Costed PIPs published on the SANAC Website	Annual	3	0	1	2	0
Assistance with a checklist		4	1	1	1	1
She Conquers Assessment report developed within set timeframes	Annually	1	0	1	0	0
Accelerated Prevention Revolution Report developed annually	Annually	1	0	0	0	1
Number of Key Populations Progress Reports developed annually and submitted within set timeframes	Quarterly	3	0	1	1	1
A Mid-term review of national strategies for key populations conducted for approval, within set timeframes	Annually	1	1	0	0	0
Provincial AIDS Council's functionality criteria developed and published on the SANAC website.	Annually	1	1	0	0	0
Number of PCA Functionality Assessments conducted annually and tabled at the quarterly Heads of Secretariat meeting	Quarterly	9	3	3	3	0
Approved AIDS Councils Secretariat Guidelines developed.	Annually	1	0	0	1	0
Number of Heads of Secretariat (HoS) PCA meeting reports developed annually.	Quarterly	4	1	1	1	1
Annual business plan developed for the implementation of the DSD national SBCC programme.	Annually	1	1	0	0	0
Number of contracts signed annually with NPOs across 9 provinces to implement the DSD National SBCC programme.	Annually	15	0	15	0	0
Number of new national strategies for key populations developed and published	Annual	1	0	1	0	0
Number of Key Population treatment cascades developed annually.	Annual	1		1		
Number of Municipal Fast Track Co-ordination meetings held annually.	Annually	1	0	0	1	0
Number of reports on engagement on SALGA Pledge annually	Bi-Annually	2	0	1	0	1





## **Programme 4: Strategic Information**

### **Problem statement**

The NSP for HIV, TB and STIs (2017-2022) includes both biomedical and non-biomedical indicators to measure the performance of the implementation of the NSP against set targets. The SI Unit's uniqueness and comparative advantage technically allows the unit to coordinate the collection, collation and analysis of both biomedical and non-biomedical multi-sectoral data to depict the progress of the implementation of the NSP; Provincial Implementation Plans (PIPs) and Multi-sectoral District Implementation Plans (MDIPs). This is a process, which needs consistent implementation to ensure the availability of a web-based platform depicting periodic performance of the NSP and the Implementation plans.

### **How are we responding?**

To respond to the above stated potential risk; the SI Unit will focus on coordinating the implementation of the NSP, PIPs and MDIPs by identifying who is doing, what (programmes and Research Studies), where, when and with whom (Specific target populations) in responding to the epidemic. The SI Unit will develop stakeholder-mapping tools; research agendas; compile reports and factsheets and provide needed technical assistance at all levels.

### **Link to the NSP**

All the activities of the SI Unit have a direct link to the NSP since shared data will inform decision making at all levels and encourage targeted interventions in line with the focus for impact approach.

### **Programme Purpose**

- To source, provide and utilise strategic information to support the implementation of the NSP.
- To develop monitoring and evaluation plans for the NSP and raise awareness among stakeholders regarding the utilisation thereof.
- To coordinate the monitoring and evaluation of the implementation of the NSP, utilising among others, web-based approaches.
- To build the capacity of stakeholders to report on progress regarding the implementation of the NSP.
- To coordinate the development of a Research and Knowledge Management Agenda to support the implementation of the NSP and related plans.
- To support NSP-related surveys and research initiatives.







## Programme Purpose

The SI Unit monitors and evaluates the implementation of the NSP through the M&E frameworks for the NSP; PIPs and MDIPs. The unit collects and analyses data reported by sectors that deliver services at all levels. High quality data guides decision-making at all levels. Strategic information is also critical for programme planning, programme review, evaluation and evidence-base regarding outcomes that can be used to informed planning and policy-making.

## Strategic Objectives:

Foster dialogue and build consensus so that government, civil society and private sector and development partners cooperate to achieve the goals of the NSP

1. Advise government on HIV and AIDS, B and STI policy and strategy and related matters
2. Strengthen governance, leadership and management of the response to HIV, TB and STI
3. Strengthen the multi-sectoral response to HIV, TB and STI as a contribution to the overall social and economic development of South Africa
4. Monitor performance against the set targets set in the NSP, ensuring mid, and end term evaluations for the prevailing NSP
5. Create and strengthen partnerships for an expanded national response in South Africa to HIV, TB and STI among government agencies, civil society, development partners, the private sector and people living with HIV, TB and STI





Sub- Objective	Performance indicators	Means of verification	Actual performance		Estimated performance		Medium-term targets		
			2017/18	2018/19	2019/20	2020/21	2021/22		
Monitor the implementation of the NSP at national, and sub national levels	Reviewed NSP M&E Plan, linked to recent developments submitted on an annual basis	NSP M&E Plan		1	1	1	1	1	1
Promote the utilization of the reporting dashboard to realise informative reporting on the progress of the National Wellness campaign	Approved National Wellness Campaign Reports from the Nerve Center submitted on an quarterly basis	National Wellness Campaign M&E Report		New	4	4	4	4	4
Promote the utilization of the FFI as a critical approach and platform for developing a situation room on the NSP performance of South Africa initially on specific high burden district	Published 3 Focus For Impact (FFI) reports on the SANAC website	Published FFI Reports		New	4	4	4	4	4
Lead and facilitate the Development of the an NSP-related Research Agenda	Developed NSP Research Agenda	Draft and Approved NSP Research Agenda		0	1	1	1	1	1
Lead and collaborate with other SANAC Units in facilitating data sharing agreements amongst stake holders	Signed data sharing agreements in place and being implemented	Signed data sharing agreements		0	2	3	3	0	0
Promote the use of strategic information by stakeholders	Published Quarterly Factsheets on NSP targets	Published Quarterly Factsheets on NSP targets on the SANAC Website		4	4	4	4	4	4
Develop and implement a monitoring system to track, assess and improve NSP implementation	Approved M&E Routine Assessment Reports	M&E Routine Assessment Reports		5	9	9	9	9	9
Lead and collaborate with other SANAC Units in the Mid and end term evaluation of the NSP	Approved and Published Mid-Term Review Report	Draft, approved and Published Mid-Term Review report		0	1	1	0	1	1 End-Term
Lead in the coordination of regional and global reporting	Published Global AIDS Monitoring (GAM) Report	Draft and Published Global AIDS Monitoring (GAM) Report		1	1	1	1	1	1
Establish the SITTT/SITWG	Approved minutes of the SITTT tabled at the PPC, within the stipulated period	Number of SITTT/TWG meetings held with Recommendations		0	4	4	4	4	4



## Quarterly

Performance indicator	Reporting period	Annual target	Quarterly targets			
		2019/20	Q1	Q2	Q3	Q4
Reviewed NSP M&E Plan	Annual	1	0	0	0	1
Approved National Wellness Campaign Report from the Nerve Center submitted on a quarterly basis	Quarterly	4	1	1	1	1
Published FFI Reports on the SANAC website	Quarterly	4	1	1	1	1
Developed NSP Research Agenda	Annual	1	0	0	0	1
Signed data sharing agreements in place and being implemented	Quarterly	2	1	1	0	0
Published Quarterly Factsheets on NSP targets	Quarterly	4	1	1	1	1
Approved M&E Routine Assessment Reports	Annual	9	2	2	3	2
Approved and published Mid-Term Review <sup>1</sup> report	Annual	1	0	0	1	0
Global AIDS Monitoring (GAM) Report	Annual	1	0	0	0	1
Approved minutes of the SI TTT tabled at the PRC within the stipulated period	Quarterly	4	1	1	1	1





## Programme 5: Resource Mobilisation and Donor Coordination

### Problem statement:

The challenge is set out in Goal 7 of the NSP: mobilise resources and maximise efficiencies to support the achievement of NSP goals and ensure a sustainable response: Spend now to save later. Although it appears that there will be funding shortfalls in certain programme areas if all the interventions articulated in the NSP are implemented, it is difficult to estimate the magnitude of potential financial gaps without further robust analysis. On top of this, the implementation of certain areas was not fully costed due to limited information and the cross cutting enablers that are essential to achievement of the ambitious targets, have not been fully evaluated and costed to determine the financial gap.

### How are we responding:

It is recommended that a systematic funding gap analysis be undertaken for the NSP that presents estimated funding shortfalls by sub-programme. Thereafter an iterative process of prioritisation and optimisation of interventions considering available resources could be undertaken to inform public sector and development partner budgeting processes. Meeting the challenge of fully funding the NSP will require a combination of approaches, namely maximising funding from existing government and international sources, leveraging innovative mechanisms to generate new sources of funding and improving the efficiency of service delivery.

More specifically, the strategies for mobilising sufficient resources and maximising efficiencies are:

- Optimise investments: The health, social and economic returns on investment will be maximised by strategically selecting the optimal combination of high-value, high-impact interventions;
- Increase efficiencies: Using data to strategically target high-value, high-impact interventions towards spatial locations and populations where impact will be greatest will increase the efficiency of the response to HIV, TB and STIs.
- Frontload investments: While front-loading investments during 2017-2022 will intensify fiscal demands in the short run, the HIV and TB Investment Cases found that this approach maximises the reduction of future costs
- Increase multi-sector engagement to address social and structural drivers: Government departments other than health are typically responsible for financing and administering approaches that focus on structural issues e.g. Community development, education, poverty reduction, food and nutrition, employment, access to justice and other social development challenges. However, there is a risk that these approaches may be insufficiently prioritised or inadequately HIV and TB-focused if they are planned and implemented in isolation. Integrating HIV and TB into multi-sectoral planning and fully leveraging the benefits of non-health sector efforts has the dual benefit of enhancing the effectiveness of the response and diminishing pressures on the health sector to fund wider activities of the NSP.
- Improve financial information systems and management: Fully resourcing the NSP and maintaining strong oversight during its implementation will demand rigorous financial management and accountability, which in turn depends on key action steps defined in the NSP.





## **Links to the NSP:**

The NSP clearly notes a need to mobilise and use resources efficiently to achieve all the goals set out for 2030. The NSP is also linked to the Medium Term Strategic Framework and through the development of costed Provincial Implementation Plans and their annual planning and review of expenditure and outcomes, will also be linked to the Medium Term Expenditure Framework,

## **Programme Purpose:**

The purpose of this programme is to: Mobilise, coordinate, influence and monitor and evaluate the use of resources for the implementation of the NSP, following the strategic direction described in the NSP.

## **Strategic Objectives:**

1. Foster dialogue and build consensus so that government, civil society and private sector and development partners cooperate to achieve the goals of the NSP
2. Advise government on HIV and AIDS, TB and STI policy and strategy and related matters
3. Strengthen governance, leadership and management of the response to HIV, TB and STI
4. Strengthen the multi-sectoral response to HIV, TB and STI as a contribution to the overall social and economic development of South Africa including but not limited to policy review, programme management and coordination, technical assistance and capacity building and sectoral support
5. Mobilise resources domestically and internationally to finance the response to HIV, TB and STIs
6. Ensure the monitoring of progress against the set targets set in the NSP and ensuring mid and end term evaluations for the prevailing NSP
7. Create and strengthen partnerships for an expanded national response in South Africa to HIV, TB and STI among government agencies, non-governmental organisations (NGOs), development partners, the private sector and people living with HIV, TB and STIs







Sub-Objective	Performance Indicator	Means of Verification	Actual performance 2017/18	Estimated performance 2018/19	Medium-term targets		
					2019/20	2020/21	2021/22
Develop and implement a Resource Mobilization Strategy for SANAC as whole, including each Unit, to ensure that specific funds are raised	Approved Resource Mobilisation Strategy available on the SANAC website	Draft and Approved Resource Mobilisation Strategy	New Indicator	New Indicator	1	0	0
Provide technical support to the Costing Technical Task Team	Number of Costing TTT documents developed	Draft Costing TTT documents developed	New Indicator	New Indicator	2	4	4
Explore innovative financing options	Number of innovative NSP financing option pilots implemented in SA annually	Innovative NSP financing option pilots	New Indicator	New Indicator	1	0	1
Maximise the resources available for the implementation of the NSP	Review of expenditure on HIV, TB and STIs in SA published on the SANAC website.	Expenditure Report	New Indicator	New Indicator	1	1	1
To optimise the use of existing resources, through efficiencies and collaboration with relevant stakeholders	Report of annual expenditure in SA for key programmes described in the NSP 2017-2022 published on the SANAC website.	Expenditure Analysis Report	New Indicator	New Indicator	1	1	1
Diversify the sources of funding available, including engaging the private sector	Report on co-funding raised annually from the private sector	Funding raised	New Indicator	New Indicator	R10 million	R20 million	R50 million
To collaborate with SI Unit to monitor and evaluate expenditure in implementation of the PIPs	Report on the annual expenditure in implementation of the 9 provincial implementation plans.	PIP Expenditure report	New Indicator	New Indicator	1	1	1
Provide secretariat services for the Global Fund CCM, in collaboration with the CCM	Number of GF CCM Meetings held annually Number of Oversight Committee Reports developed annually. Amount Disbursed to Principal Recipients	Minutes of meetings  Oversight Report	4	4	4	4	4
		Disbursed Principal Recipients letters	132,884,935 Million		90 Million USD	100 Million USD	90 million USD



Performance indicator	Reporting period	Annual target	Quarterly targets			
		2019/20	Q1	Q2	Q3	Q4
Approved Resource Mobilisation Strategy available on the SANAC website	Annual	1	0	1	0	0
Number of Costing TTT documents developed	Quarterly	2	0	0	1	1
Number of Innovative NSP financing option pilots implemented in SA annually	Annual	1	0	0	0	1
Review of expenditure on HIV, TB and STIs in SA published on the SANAC website	Annual	1	0	0	0	1
Report of annual expenditure in SA for key programmes described in the NSP 2017-2022 published on the SANAC website	Annual	1	0	0	0	1
Report on co-funding raised annually from the private sector	Annual	R10 million	0	R3 million	R3 million	R4 million
Report on the annual expenditure in implementation of the 9 provincial implementation plans.	Annual	1	0	0	1	0
Number of GF CCM Meetings held annually	Quarterly	4	1	1	1	1
Number of Oversight Committee Reports developed annually.	Quarterly	4	1	1	1	1
Amount Disbursed to Principal Recipients	Annual	90Million USD	22.5 Million USD	22.5 Million USD	22.5 Million USD	22.5 Million USD





## **Programme 6: Stakeholder Management and Campaigns**

### **Problem Statement**

The National response for HIV/AIDS, STI's and TB requires the participation and support of all sectors of South African Society for it to be effective and achieve the desired results. The sectors who convene under the banner of SANAC sometimes have divergent views and competing interest which have the unintended effect of significantly weakening the country's response.

### **How are we responding**

Stakeholder management unit of SANAC Trust provides various platforms for consultations and manages sector engagements through separate and joint meetings, co-chaired by both government and civil society sectors.

The unit provides platforms for technical evidence based advisories to be included in policy and policy implementation as part of the national response and advocate for more accountability from all the sectors.

The unit provides mechanisms for the coordination of national priority campaigns and continuously advocate for the active participation of all sectors in those campaigns

### **Link to NSP**

The stakeholders were involved in the development of the NSP. They have agreed to all the goals. They are through the unit mobilized to contribute towards the achievements of all the goals of the NSP

### **Programme Purpose**

To provide administrative and management capacity for establishment and maintenance of platforms for consensus building amongst SANAC stakeholders toward the achievement of the goals of the NSP

### **Strategic Objectives:**

1. Strengthen decision making among stakeholders
2. Coordination of civil society sector





## Programme 6: Stakeholder Management and Campaigns

Sub- Objective	Performance Indicators	Means of verification	Actual performance		Estimated performance		Medium-term targets		
			2017/18	2018/19	2019/20	2020/21	2021/22		
Organize the convening of the private sector forum	Established private sector forum by Quarter 4	Minutes meetings on revision of private sector strategy	New Indicator	0	1	0	0	0	
Organize the convening of thematic technical task teams	Number of Human Rights Technical Task Team meetings held annually	Minutes of the technical task team recommendations to PRC  Minutes of SANAC PRC meeting recommendations to Plenary	New Indicator	0	2	1	2	1	
Campaign briefing roadshows for new leaders post 2019 general elections	Number of engagement sessions held with leaders on SANAC priority campaigns	Engagement session reports. Attendance registers	0	0	5	0	0	0	
Convene the national multi-sector nerve centre for the coordination and improved performance of priority national SANAC Campaigns	Number of Nerve Centre Reports approved	Nerve Centre Reports	New Indicator	New Indicator	4	4	4	4	
Organize and lead SANAC priority campaigns for the strengthened HIV/AIDS, STI's and TB response	Number of SANAC priority campaigns organised	SANAC priority campaigns report	New Indicator	New Indicator	0	3	3	3	
Develop and disseminate the nerve centre guide for wellness campaign management teams	Approved and published Nerve Centre Guide	Published Nerve Centre Guide	New Indicator	New Indicator	1	0	0	0	
Support the implementation of the civil society led demand generation campaign activities	Number of campaign waves supported	Campaign Waves Reports	New Indicator	New Indicator	4	4	4	4	
Organize the convening of the civil society forum for the coordination of 18 civil society sectors' contributions to the development and implementation of the NSP	Number of Civil Society Forum meetings	Minutes of meetings between 18 Civil Society Sector	4	4	4	4	4	4	
Coordination of 3 year human rights strategy	Approved Strategy on Human Rights	Minutes of the meeting of the human rights technical task team/ working group with recommendations	New Indicator	0	0	1	0	0	





Sub- Objective	Performance Indicators	Means of verification	Actual performance	Estimated performance	Medium-term targets		
			2017/18	2018/19	2019/20	2020/21	2021/22
Oversee the implementation of the stigma reduction programme	Documented Human Rights violations report developed	Human Rights Violations Report	New Indicator	0	1	1	1
Stigma Index	Developed Stigma Index Report within stipulated timeframes	Stigma index report	0	0	0	0	1





## Quarterly targets against performance indicators

Performance indicator	Reporting period	Annual target	Quarterly targets			
		2019/2020	Q1	Q2	Q3	Q4
Established private sector forum by Quarter 4	Annual	1	0	0	0	1
Number of Human Rights Technical Task Team meetings held annually	Bi-annual	2	1	0	0	1
Minutes of SANAC PCR Meeting recommendations to plenary		2	1	0	0	1
Number of engagement sessions held with leaders on SANAC priority campaigns	Quarterly	5	0	5	0	0
Number of Nerve Centre Reports approved	Quarterly	4	1	1	1	1
Number of campaign waves supported	Quarterly	Quarterly	1	1	1	1
Number of Civil Society Forum meetings	Quarterly	Quarterly	1	1	1	1
Approved Strategy on Human Rights	Annual	Annual	1	0	0	0
Documented Human Rights violations report developed	Annual	Annual	1	0	0	1





# TECHNICAL INDICATOR DEFINITIONS

## Programme 1: Governance and Administration

Indicator Name	Short definition	Purpose/Importance	Source/Data Collection	Method of calculation	Data limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Number of quarterly Executive Management Committee	Meetings held with 80% participation	To provide overall supervision over the operations of the SANAC Trust as a reputable institution	Minutes of the meetings & attendance register	None	None	Output	None	Quarterly	No	Full participation Executive Management	Company Secretary/CEO
Number of quarterly Management Committee	Meetings held with 80% participation	Lead and ensure efficient planning and coordination of SANAC programmes/units project	Minutes of the meetings & attendance register	None	None	Output	None	Quarterly	No	Full participation of Management	Company Secretary/CEO
Number of quarterly Board meetings	Meetings held with 80% participation	Ensure ethical and prudent governance of the SANAC Trust as a credible institution	Minutes of the meetings & attendance register	None	None	Output	None	Quarterly	No	Approved minutes of meetings of the Board of Trustees Full participation of a Board Member/Agreed quorum	Company Secretary/CEO
Number of quarterly Plenary/IMC meetings	Meetings held regularly	Provision of Input on major national decisions	Minutes of meetings and documents shared	Simple count	None anticipated	Output	Simple count for the year	Annual	No	Buy-in into major health related matters	Company Secretary/CEO
Board Approved Annual Performance Plan (APP) by Q1 published on time	APP with SANAC quarterly and annual activities	Track performance of SANAC annual and quarterly activities	APP	None	None	Output	None	Annual	No	Published APP	Executive Manager/S/ CEO
Board Approved Annual Report by Q2 published on time	Report on SANAC activities	Information sharing	Annual report	Simple count	None	Output	None	Annual	Yes	Approved and Published report	Executive Manager
An unqualified Audited Annual Report	Simple audit process	Good management	Audit report	None	None	Output	None	Annual	No	Good compliance audit report	CFO
An approved HR Plan with 4 relevant policies approved by Q4	In line with good governance			None	None	Output	None	Annual	No	Good compliance audit report	HR Manager



## Programme 2: Communication

Indicator Name	Short definition	Purpose/Importance	Source/Data Collection	Method of calculation	Data limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Approved National SBCC Strategy by quarter 2	Behaviour Change Communication Strategy	Guide for National and Provincial HIV/AIDS communication	Strategy document	Simple count	None	Output	None	Annual	No	Approved strategy	Communications Manager
Approved SBCC campaign guidelines by quarter 3		HIV and TB Behaviour change communication	Campaign report	Simple count	None	Output	None	Annual	Yes	Increase in HIV and TB communication campaigns	Communications Manager
Number of SANAC Media Engagements	Engagement on HIV and TB for journalists	Information sharing	Workshop report	Simple count	None	Output	None	Annual	Yes	Improved SANAC and HIV, TB communications	Communications Manager
Number of Newsletter published	SANAC newsletter published communication events and activities of the organisation and its stakeholders	Information sharing	Website snap shots and newsletter prints	Simple count	None	Output	None	Quarterly	No	Newsletter published	Communications Manager
Number of events with SANAC visibility	Events with SANAC branding and visibility	Branding and Marketing	Event report	None	None	Output		Quarterly	Yes	Event reports	Communications Manager
Number of progress reports supporting the implementation of the NSP, published on SANAC website	SANAC authored publications	Information sharing	SANAC publications	None	None	Output	None	Quarterly	Yes	SANAC reports published	Communications Manager
Publish information hub on the SANAC Website				None	None	Output	None	Annual	Yes	XX	Communications Manager
Approved World AIDS Day toolkits	A guide on implementation of World AIDS Day communication activities	Coordinate World AIDS Day activities	Downloaded Website snap shots of World AIDS Day guide	None	None	Output	None	Annual	No	Standardised World AIDS Day communication	Communications Manager
Approved TB Toolkits	XX	XX	XX	None	None	Output	None		Yes	Standardised TB communication	Communications Manager
Approved Social Behaviour Change Communications Technical Task Team minutes with recommendations	XX	XX	XX	None	None	Output	None		Yes	XX	Communications Manager





### Programme 3: NSP Implementation

Indicator Name	Short definition	Purpose/Importance	Source/ Data Collection	Method of calculation	Data limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Number of reports from the Social and Structural Drivers and Prevention Technical Task Team meetings developed annually	Development of technical reports which make recommendations to the PRC for decisions that will support optimised implementation of NSP goals one and two	TTTs are important technical forums where programme and policy recommendations which support the NSP are put together for recommendation to the PRC and The Plenary	Reports from the TTT (quarterly)	None	None	Output	None	Quarterly	Yes		NSP Executive Manager
Number of Government sector plans developed to support NSP implementation annually.	Development of department-specific plans which outlines their contribution to the implementation of the NSP	The NSP states that SANAC will support SANAC-government departments to develop plans to implement the NSP in a multi-sectoral way	Published departmental plans which support the multi-sectoral NSP for HIV, TB and STIs	None	None	Output	None	Annual	Yes		NSP Executive Manager
Number of Costed PIPs published on the SANAC Website	Individual PIPs which have been costed and then published on the SANAC website	It is difficult for provinces to mobilise resources to fully implement their PIPs and. So Costed plans empower provinces to be accountable for the implementation of their PIPs	Costed PIP plans from PCAs published – once off	None	None	Output	None	Annual	Yes		NSP Executive Manager
She Conquers Assessment report developed within set timeframes	A retrospective mixed-methods assessment of the She Conquers campaign over the period of 2016-2019 with recommendations for future national AGYW campaigns	She Conquers was launched as a national campaign for AGYW for a three year period ending June 2019. Assessing the campaign will provide recommendations on whether it should be extended and also document lessons and best practice for conceptualisation and implementation of programmes for AGYW which are a vulnerable population listed in the NSP	An assessment report will be presented to the AGYW TWG for approval	None	None	Output	None	Annually	Yes		NSP Executive Manager



Indicator Name	Short definition	Purpose/Importance	Source/Data Collection	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Accelerated Prevention Revolution Report developed annually	Development of a consolidated country report on the prevention revolution as per the global reporting template and dashboard	South Africa is part of the Global Prevention Coalition and have committed to accelerated prevention targets for the country. As such it is a national priority to report to the global coalition on prevention progress.	Annual reports compiled in collaboration with UNAIDS, UNFPA and DoH and submitted to the Global Prevention Coalition	None	None	Output	None	Annually	Yes		NSP Executive Manager
Number of Key Populations Progress Reports developed annually within set timeframes	Annual progress reports on all the Key populations work	Report progress on the implementation of Key populations work	Key Populations progress reports	None	None	Output	None	Annually	Yes		NSP Executive Manager
A Mid-term review of national strategies for key populations conducted for approval, within set timeframes	Mid-term review of the strategies for Key Populations	Determine progress made towards achieving the strategies	Mid-term review reports	None	None	Output	None	Annually	Yes		NSP Executive Manager
Provincial AIDS Councils functionality criteria developed and published on the SANAC website.	Assessment criteria for the functionality of the AIDS Councils determined	Assess AIDS Council functionality	Functionality report	None	None	Output	None	Annually	Yes		NSP Executive Manager
Number of PCA Functionality Assessments conducted annually and tabled at the quarterly Heads of Secretariat meeting	Annual functionality self-assessments by the AIDS Councils	AIDS Councils assess their own functionality	AIDS Councils annual functionality Dashboards	None	None	Output	None	Quarterly	Yes		NSP Executive Manager
Approved AIDS Councils Secretariat Guidelines developed.	AIDS Councils Secretariats guidelines	Guidance for the establishment of the AIDS Councils Secretariats	AIDS Councils Secretariat guidelines	None	None	Output	None	Annually	Yes		NSP Executive Manager
Number of Heads of Secretariat (HoS) PCA meeting reports developed annually.	PCA Heads of Secretariat (HoS) meetings	PCA HoS present progress update on implementation of the NSP, PIPs and MDIPs	Meeting report	None	None	Output	None	Quarterly	No		NSP Executive Manager







Indicator Name	Short definition	Purpose/Importance	Source/Data Collection	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Annual business plan developed for the implementation of the DSD national SBCC programme.	Annual SBC Business Plan approved and funded	Funds allocated for the Annual SBC business plan	Business Plan	None	None	Output	None	Annually	Yes		NSP Executive Manager
Number of contracts signed annually with NPOs across 9 provinces to implement the DSD National SBCC programme.	NPOs contracted and implementation plans developed	NPOs are allocated funds and implementation targets	Signed Contracts	None	None	output	None	Annually	Yes		NSP Executive Manager
Number of new national strategies for key populations developed and published	Develop new national HIV strategies for Key Populations	Each Key Population has developed HIV strategy	New national HIV strategies for Key Populations	None	None	Output	None	Annually	Yes		NSP Executive Manager
Number of Key Population treatment cascades developed annually.	Develop Key Populations treatment cascades and population size estimations	Provide country wide Key Populations data progress on treatment cascades and population size estimations	Key Populations treatment cascades and PSE reports	None	None	Output	None	Annually	Yes		NSP Executive Manager
Number of Municipal Fast Track Co-ordination meetings held annually.	Fast track municipality meetings	Support 19 high burden Municipalities to fast track their AIDS response	Fast Track plans and Meeting reports	None	None	Output	None	Annually	Yes		NSP Executive Manager
Number of reports on engagement on SALGA Pledge annually	Engaging local government on the implementation of the SALGA pledge	Support local government leadership to own and lead the response	Engagement reports	None	None	Output	None	Bi-Annually	Yes		NSP Executive Manager



## Programme 4: Strategic Information

Indicator Name	Short definition	Purpose/ Importance	Source/Data Collection	Method of calculation	Data limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Reviewed NSP M&E Plan	Plan that details how the NSP will be monitored and evaluated.	Provides guidance on how information will be collected, collated, analysed and reported and reported to determine whether outcomes of the NSP are being achieved	NSP M&E Plan	None	None	Output	None	Annual	No	Provide guidance to implementing partners at all levels as to how the proposed NSP programmatic interventions will be collaboratively monitored and evaluated.	Strategic Information Executive Manager
Approved National Wellness Campaign Report from the Nerve Center submitted on an quarterly basis	Report details quarterly progress made towards achieving the targets of the National Wellness Campaign	Monitors progress made towards achieving the targets of the National Wellness Campaign	National Wellness Campaign Report	None	None	Output	None	Quarterly	Yes	To show progress made towards achieving the targets of the National Wellness Campaign	Strategic Information Executive Manager
Published FFI Reports on the SANAC website	FFI illustrates prioritisation of interventions/ programme for specific priority population groups and geographical areas	Prioritisation of programmes and interventions targeting priority population groups and high (HIV/ TB/STI) burden districts	FFI Report	None	None	Output	None	Quarterly	No	Illustration and prioritisation of interventions targeting priority population groups and high (HIV/ TB/STI) burden districts	Strategic Information Executive Manager
Developed NSP Research Agenda	Research agenda to support implementation of the NSP	Tracks implementation of the NSP with evidence based information	Research Agenda Report	None	None	Output	None	Annual	Yes	Approved and KM agenda	Strategic Information Executive Manager
Signed data sharing agreements in place and being implemented	Signed data sharing agreements with different sectors	Agreement to received data from sectors	Signed Agreement	None	None	Output	None	Quarterly	Yes	Signed data sharing agreements with different sectors	Strategic Information Executive Manager
Published Quarterly Factsheets on NSP targets	Reports or factsheets that give progress in implementation	To provide progress on NSP/PI implementation	Reports/ Factsheets	None	None	Output	None	Annual	No	Approved reports	Strategic Information Executive Manager
Approved M&E Routine Assessment Reports	M&E routine assessments are used as a tool to measure the strengths and capacity of provincial PCAs data management systems including skills required.	Assessment of provincial AIDS Council capacity and systems to collect record and report reliable and valid data/information for the NSP/PIP	M&E Routine Assessment Reports	None	None	Output	None	Annual	No	Approved M&E Routine Assessment Reports to improve M&E systems in the provinces	Strategic Information Executive Manager





Indicator Name	Short definition	Purpose/Importance	Source/Data Collection	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Approved and published Mid-Term Review <sup>1</sup> report	Midterm Progress report of the NSP	Track progress and performance NSP	Mid-Term Review report	None	None	Output	None	Annual	No	Approved and published reports	Strategic Information Executive Manager
Global AIDS Monitoring (GAM) Report	National progress towards global targets on ending AIDS	Track progress of global 10 commitments	GAM Report	None	None	Output	None	Annual	No	Approved and published reports	Strategic Information Executive Manager
Approved minutes of the SI TTT tabled at the PRC within the stipulated period	SI TTT provide an enabling environment for multi-sector involvement and collaboration.	Provide a platform for consensus building and agreement amongst key stakeholders responding to the achievement of the NSP	SI TTT Minutes	None	None	Output	None	Quarterly	Yes	Approved minutes and recommendations to PRC	Strategic Information Executive Manager



## Programme 5: Donor Co-ordination and Resource Mobilisation

Indicator Name	Short definition	Purpose/ Importance	Source/Data Collection	Method of calculation	Data limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Approved Resource Mobilisation Strategy available on the SANAC website	A Resource Mobilisation Strategy for SANAC secretariat.	SANAC secretariat needs funds to implement its mandate, so needs to try and expand its sources of income.	Resource Mobilisation Strategy	No	None	Output	None	Annual	Yes	A three year SANAC secretariat resource mobilisation strategy that is aligned to the overall SANAC strategy and APPs, with input from CEO and all Executive Managers.	Executive Manager: RMDC
Number of Costing Technical Task Team (TTT) documents developed	Costing Technical Task Team (TTT) Documents identified by the Costing TTT	The Costing TTT is meant to provide guidance to optimise costing and resources for the implementation of the NSP.	Documents would be published on the SANAC website after approval by the PRC.	No	None	Output	None	Quarterly	Yes	The Costing TTT would meet quarterly and then generate ideas for further analysis, which would then be done either by consultants or Costing TTT members, led by EM: RMDC.	CEO and Executive Manager: RMDC
Number of Innovative NSP financing option pilots implemented in SA annually	Innovative financing options in SA to maximise funds available for implementation of the NSP.	Exploring different innovative financing options for implementation of the NSP.	Innovative financing Report	No	None	Output	None	Annual	Yes	Innovative financing options available for implementation of the NSP.	Executive Manager: RMDC
Review of expenditure on HIV, TB and STIs in SA published in SA on the SANAC website	A review of expenditure on HIV, TB and STIs in SA by government and big external donors.	Expenditure tracking to ensure (a) expenditure allocation and tracking systems are improved and (b) review expenditure against priorities in the NSP and PIPs and (c) identify areas for further analysis to better inform resource allocation and review.	Innovative financing is published on the SANAC website after being approved.	No	None	Output	None	Annual	Yes	Approved Innovative financing report	Executive Manager: RMDC
Report of annual expenditure in SA for key programmes described in the NSP 2017-2022 published on the SANAC website	A review of expenditure by government and major external donors on programme area/s identified as priorities in the NSP	It is important to track whether resources are allocated according to identified priorities in the NSP as well as track the source of the resources to identify challenges to sustainability that need to be addressed.	Expenditure report on a specific programme in the NSP is published on the SANAC website once approved.	No	None	Output	None	Annual	Yes	.	Executive Manager: RMDC





Indicator Name	Short definition	Purpose/ Importance	Source/Data Collection	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Report on co-funding raised annually from the private sector	Co-funding provided by the private sector	Alignment of investments by the private sector with government and external donor investments, will optimise the impact of these investments as they contribute to common identified priorities.	Co-funding report	No	None	Output	None	Annual	Yes	A report on funding provided by the private sector to supplement resources provided by government and external donors for specific programmes.	Executive Manager: RMDC
Report on the annual expenditure in implementation of the 9 provincial implementation plans.	A report on the expenditure by government departments and other stakeholders towards the implementation of the NSP	Track expenditure and compare it with outputs and outcomes of the NSP	A report is published on the SANAC website once approved.	No	None	Output	None	Annual	Yes	Track expenditure on priorities and value for money, as well as tracking and updating unit costs for future budgeting.	Executive Manager: RMDC
Number of GF CCM Meetings held annually	Multi sectoral GF CCM meetings	To meet GF requirements in order to raise funds from the Global Fund to support implementation of the NSP	Minutes of GF CCM meetings	No	None	Output	None	Quarterly	Yes	Meeting action points developed and signed off by the co-chairs within 5 days of the meeting.	GF Manager
Number of Oversight Committee Reports developed annually.	The Oversight Committee develops a report for the CCM	Track performance of PRs and implementation of the grant	Oversight reports	No	None	Output	None	Quarterly	No	Report includes an update on performance and highlights issues for the GF CCM.	GF PR Capacity Development Co-ordinator
Amount Disbursed to Principal Recipients	The GF CT ensures disbursement of funds to Principal Recipients	It is important to track disbursements from the GF to drive absorption.	Disbursement Letters from the GF CT	No	None	Output	None	Quarterly	No	Sufficient funds available for program implementation	GF PR Capacity Development Co-ordinator



## Programme 6: Stakeholder Management

Indicator Name	Short definition	Purpose/Importance	Source/Data Collection	Method of calculation	Data limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Established private sector forum by quarter 4	Platform for private sector engagement	Formation of a private sector forum to engage in AIDS response	Meeting minutes	None	None anticipated	Output	None	Quarterly	Yes	Have a forum to discuss private sector activities supporting NSP implementation	Stakeholder Management Executive Manager
Number of human rights technical task teams meetings held annually	Team of experts working and reviewing human rights issues	Forum established to discuss and share experiences and	Meeting minutes and documents shared	None	None anticipated	Output	None	Quarterly	Yes	Adoption and discussion of human rights issues to share experiences, collectively and plot way forward	Stakeholder Management Executive Manager
Minutes of SANAC PRC meeting recommend to plenary	Committee reviewing NSP programmes review	Programme Review Committee to discuss NSP progress with stakeholder	Minutes of meetings and documents shared	None	None anticipated	Output	None	Quarterly	Yes	Adopts and approve reports before put forward to Plenary	Executive Manager: Stakeholder Management
Number of engagement sessions held with leaders on SANAC Priority	Meetings to brief leaders on SANAC priorities	Preparation of leaders to know and understand SANAC priorities	Meeting minutes	None	None anticipated	Output	None	Annually	Yes	Provider leaders with information to understand mandate of SANAC	Stakeholder Management Executive Manager
Number of Nerve Centre Reports approved	Reporting at Nerve Center meeting on campaign progress	Reporting on campaign progress	Approved Reports	None	None	Output	None	Quarterly	Yes	Track progress of the campaign and mitigation where targets may not be met	Stakeholder Management Executive Manager
Number of campaigns waves supported	Activations and implementation of Wellness Campaign	To increase access to services	Reports on activations	None	None	Output	None	Quarterly	Yes	Campaign activations rolled out successfully	Stakeholder Management Executive Manager







Indicator Name	Short definition	Purpose/Importance	Source/Data Collection	Method of calculation	Data limitations	Type of Indicator	Calculation type	Reporting cycle	New Indicator	Desired Performance	Responsibility
Number of Civil Society Forum meetings	Meetings held regularly	Provision of Input on major national decisions for implementation of the NSP	Minutes of meetings and documents shared	None	None anticipated	Output	None	Quarterly	Yes	Buy-in into major health related matters	Executive Manager: Stakeholder Management
Approved strategy on Human Rights	response to human rights and gender-related barriers to HIV and tuberculosis (TB) services in South Africa for people living with HIV; people living with TB, vulnerable and key populations	Implementation of the human rights agenda, particularly those of people living with HIV and TB and key and vulnerable populations	Human Rights strategy	None	None	Output	None	Annual	Yes	Guide the implementation of comprehensive and focused programs to remove human rights-related barriers to services	Stakeholder Management Executive Manager
Documented Human Rights violations report developed	Documentation of human rights violations	Document human rights violations against individuals in the country	Human Rights violations report	None	None	Output	None	Annual	Yes	Collect evidence through a monitoring system	Stakeholder Management Executive Manager

(Footnotes)

1

For 2019/2020 Annual Progress Reports will form part of Mid Term Review

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