



Terms of Reference (ToR)

Consultancy to Develop the Funding Sustainability Framework for South Africa

1) Background

External partners make significant contributions to the South African Government response to the provision of HIV and TB services, with PEPFAR and Global Fund (GF) being the main partners. One of the challenges faced by national departments and institutions relates to the high degree of autonomy enjoyed by provinces in South Africa (SA). This makes it difficult to direct how funds transferred as part of the equitable share should be allocated firstly, to the health sector, then for the HIV and TB programme and within programmes. The SA government is grappling with the ultimate ownership of some key National Strategic Plan (NSP) interventions in terms of the sustainability of important donor funded interventions when funding becomes limited (such as to Gender-based violence (GBV), Key populations (KP) and Human rights to name a few). Most affected are the interventions that engage with communities to address structural drivers of the epidemics. The development of a national sustainability framework and provincial sustainability roadmaps will facilitate the definition of programme ownership and responsibility and improve co-ordination once donor-funding lapse.

The SA Request for Funding (RFF) for the GF was developed and submitted in August 2018. A detailed sustainability review was developed for the grant as per GF guidance. The RFF stipulated a need to develop a sustainability framework and provincial road maps in order to detail how significant external funders' activities would be sustained if funds become limited. The ultimate goal is to ensure buy-in for the framework and road maps, such that provinces

and districts incorporate and include externally funded activities into provincial or district planning and budgeting.

Failure to address the issue of sustainability adequately will obstruct successful transitioning from the reliance on external funding. Despite the availability of significant funding from donors for the next three-year period, stakeholders are encouraged to engage with planning for transitioning and sustainability sooner rather than later given that the implementation of many of the mitigating actions will be time consuming and to maximise the chances of a gradual and successful transition process and establishment of sustainable HIV and TB responses.

This call therefore seeks the services of a consultancy who will work in conjunction with the national Technical Working Group (TWG) on Sustainability to develop a sustainability framework for the country and to set up provincial structures and roadmaps on sustainability. The consultant will ensure the gradual inclusion of externally funded activities in provincial and district planning and budgeting. One national sustainability framework and nine provincial roadmaps are expected to be developed.

2) Structure and Content of Sustainability Framework:

The sustainability framework should be aligned with national disease specific strategic plans and/or health sector plans and should include an outline of the steps SA will take to address key sustainability bottlenecks, including how the country will use future external financial support to address these bottlenecks. The sustainability framework should draw on the available guidance and sustainability analysis, and the existing analysis of the SA context. This may include (but is not limited to): GF Sustainability review 2018; the Global Fund's Guidance Note on Sustainability, Transition, and Co-Financing (STC); existing analysis of sustainability (including from other major donors to South Africa and technical / development partners), and/or publicly available frameworks developed to assess sustainability and readiness to transition from external financing and any other related guidelines

While there is no prescribed format, the sustainability framework should provide an overview of the policy priorities of the response/plan, the related programmatic components in order to realize those policy priorities, and the financing required to implement the programmatic components in the long term. The sustainability framework should also include a section on transition away from donor funding, especially for those interventions that are still significantly reliant on external financing of the national disease programmes. It must be noted that through the GF countries are encouraged to dialogue on long-term strategies to sustain programmes financing with increased domestic investments. As a measure to progressively raise domestic revenues to finance the health sector and HIV and TB disease programme, the GF encourages countries to have in place or further implement existing health financing strategies or plans. These should provide a framework for developing and advancing health financing towards Universal Health Coverage. These strategies should provide a detailed overview of how health care will be financed.

3) Scope of work and Approach to consultancy

The consultancy will adopt a consultative process through the TWG and through other provincial and national structures for the development of the framework to achieve all the objectives. The consultancy will work with many stakeholders, attending and preparing for consultations, assisting with the development of presentations and communication pieces on progress, ongoing development and refinement of the sustainability framework document. As the process of the development of the sustainability framework coincides with the process of the writing up of the new GF application, the consultancy will be expected to work in collaboration with the consultant who will be drafting the Resilient and Sustainable Systems for Health (RSSH) component of the new GF application.

4) Consultancy Deliverables

- a) Facilitate effective functioning of the National Sustainability Working Group, in collaboration with SANAC secretariat
- b) Convene the TWG meetings and develop the agendas, document inputs coming from the meetings, and share any documentation or draft documents with the TWG, SANAC Technical Support Unit (TSU) and CCM Secretariat

- c) Perform in-depth programme-level sustainability assessments, to ultimately develop a multi-sectoral sustainability framework, with provincial level sustainability roadmaps
- d) Map out a complete process for a national transition risk and sustainability assessment to incorporate aspects such as a detailed programmatic sustainability assessment and programme interventions funded by all donors
- e) Unpack mitigation responses of the challenges highlighted in the sustainability plans
- f) Develop a detailed sustainability framework will be able to guide decision makers with the deployment and funding of CSOs within the context of the HIV and TB responses
- g) Put together provincial TWGs, with relevant constitution of the provincial TWGs and the appropriate buy in from the relevant provincial stake holders
- h) Develop the provincial roadmaps on sustainability
- i) Orientate provinces on the sustainability arrangements
- j) Support the Provincial AIDS Councils to develop and monitor the implementation of the provincial sustainability roadmaps; and SANAC to monitor and implement the sustainability framework
- k) Include any elements as discussed and recommended by the TWG in the sustainability framework
- l) Host at least three TWG meetings by end of February 2021

5) Deliverables by 1 March 2021

1. A complete sustainability framework with an accompanying PowerPoint presentation
2. Provincial sustainability roadmaps annexed to the framework
3. A comprehensive transition preparedness component for inclusion in the sustainability framework
4. A comprehensive community, human rights, TB; key and vulnerable; gender component inclusion in the sustainability framework

6) Qualifications and Experience

- Expertise in Public Health, M&E, Strategic Planning, Health Financing, RSSH, HIV and TB Programme Management
- Consultancy member(s) must have qualifications in Health, Finance, Development

studies, Economics, Social sciences or other relevant field

- Extensive knowledge of the HIV and TB epidemics and RSSH in South Africa, including community responses
- Extensive knowledge and experience of the funding landscape for HIV, TB and RSSH in SA, including knowledge of the contribution of various government departments and other funders including PEPFAR and the Global Fund.
- Evidence of conducting similar / related projects
- Evidence of coordination of large stakeholders in the magnitude of government departments and major donor agencies
- Evidence of sustainability / transition planning work would be an advantage
- At least five years' experience with the participatory strategic planning processes.
- Experience in leading or being a major contributor to the writing of HIV and TB strategic documents used by the SA government for planning

7) Competencies and special skills

- Ability to work under pressure and meeting tight deadlines
- Strong analytical and project management skills.
- Strong communication and facilitation skills
- Proficiency in Microsoft Office Packages
- Proficiency in oral and written English

8) Timelines

- i) The overall work of the consultant shall be between August 2020 – March 2021
- ii) The level of effort expected is to be a maximum of altogether 100 days spread over the 8 months
- iii) Work will be remunerated based on actual time worked substantiated by high quality documents as proof of work done by the consultant, meeting attendance and participation
- iv) SANAC will work in collaboration with Aids Foundation of South Africa (AFSA); SANAC will supervise the consultant and AFSA will be responsible for disbursing payment to the consultant according to approved deliverables.

9) SANAC roles:

- i) Manage the consultant accordingly;
- ii) Establish the TWG;
- iii) Work with the consultant to convene TWG meetings;
- iv) Inform the sustainability frameworks and road maps;
- v) Work with the consultant to establish, implement and monitor provincial roadmaps;
- vi) Undertakes to provide appropriate information as and when required;
- vii) Does not accept any responsibility for any damages suffered by the service provider or their staff for the duration of the project;
- viii) Does not accept any responsibility for accounts / expenses incurred by the service provider that was not agreed upon by the contracting parties;
- ix) The consultant(s) can work remotely, but as and when required may be use SANAC Offices;
- x) Will provide a briefing session to the consultant and will be responsible for introducing the consultant to provinces and to the relevant stakeholders

10) Proposal Format

A detailed proposal in response to this ToR is due on **Friday 21 August by 15h00pm** containing all the information required to evaluate the bid against the requirements stipulated in this terms of reference document. Please send your proposals to Geraldine@sanac.org.za and please copy Rogerio@sanac.org.za. The following should be attached to the proposal as annexures:

- i) Annexure A: Indicative Project Plan that reflect how you intend to approach the project
- ii) Annexure B: Summary of experience. The proposal should contain CVs of proposed team members which show the range of sustainability/similar assignments they have undertaken and the size of these assignments, letters of reference or other means of verifying past experience
- iii) Annexure C: Summary details of proposed team

- iv) Annexure D: Pricing information. Price proposals should include VAT and should be fully inclusive of ALL costs to deliver the outputs indicated in the terms of reference
- v) Annexure E: Valid B-BBEE Status Level Verification Certificate (Original or Certified Copy) bearing SANAS logo. QMEs/EMEs: Sworn affidavit
- vi) Annexure F: SARS Tax Clearance Certificate
- vii) In the case of Consortiums, Joint Ventures or Subcontractors, bidders are required to provide copies of signed agreements stipulating, amongst others, the accountability, the work split and rand value