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Fax: +27 086 667 8894

VAT No.: 496 026 5751

TERMS OF REFERENCE

Summary	
Title	Consultant(cy) to conduct mapping of Country Coordinating Mechanism (CCM) stakeholders, their governance mechanisms and communications framework to improve the improve efficiency of the for the Global Fund in South Africa
Description	SANAC seek the services of a consultant to map relevant stakeholders, develop a positioning strategy and communications protocol for both governance and promotion of the Country Coordinating Mechanism (CCM) for the Global Fund in South Africa
Questions by email only to	Beullah Mthombeni - Beullah@sanac.org.za
Submissions by email only to	Beullah Mthombeni - Beullah@sanac.org.za Copied: lerato@sanac.org.za Copied: mbali@sanac.org.za
Summary of what submission must include (Details below in the submissions section)	<ol style="list-style-type: none"> 1. Brief proposal 2. Detailed quotation for the work 3. The CVs of the proposed consultant or team to undertake the work 4. Evidence of having completed similar assignment 5. Consultant/Company profile
Deadline for questions	3 February 2023
Deadline for submissions	10 February 2023

1. BACKGROUND

The Global Fund's [Country Coordinating Mechanism \(CCM\) Policy](#) outlines that the CCM should be positioned at the highest level responsible for multi-partner and multi-sectorial development planning in a country. The Global Fund encourages all countries to build on their national structures, wherever possible, and to position the CCM and/or CCM functions within existing health and other relevant platforms to contribute to central coordination of health and social programs, investments and pandemic preparedness. Mapping existing multisectoral governance bodies in a country is the first step towards institutionalizing CCM functions.

Similarly, the Governance Manual of the CCM recognizes the importance of stakeholder management and interaction as a key outcome of communication. A communications protocol to guide such communication and engagement is an asset that can improve the CCM's effectiveness in executing its role and mandate whilst upholding the values of ethics, confidentiality and transparency.

2. SCOPE OF WORK

2.1 Purpose and objectives

SANAC wishes to appoint a consultant to assist the CCM to improve its efficiency in relation to the evolution assessment as conducted by the Global Fund. The consultant, therefore, will:

1. Identify existing national multisectoral structures, governance mechanisms and platforms responsible for coordinating the health sector and disease-specific issues. This should also start identifying key national stakeholders that are most appropriate for strengthening overall efforts to strengthen sustainability.
2. Map each identified platform's position within the national systems and in relation to the CCM.
3. The consultant will also support the CCM in developing a Positioning strategy and plan based on three main phases (refer to the Positioning Guidance Note):
 - a. Knowledge
 - b. Coordination
 - c. Sustainable Structure.
4. Develop a communications protocol to guide the CCM's interactions with its stakeholders. The protocol describes the principles which govern the communication between the CCM, the Global Fund, Local Fund Agent (LFA), SANAC Technical Support Unit (TSU), Principal Recipients (PRs), Sub-Recipients (SRs) and constituencies within the CCM during the lifecycle of a Global fund grant. The protocol must take into consideration contextual dynamics such as architecture of the SA CCM; power imbalances, communication pathways and mechanisms and how technology can be used to enhance such. This communications protocol will be used both for governance and promotion of the CCM.

2.2 Activities and Expected Deliverables

Activities and Tasks:

Task	Deliverables
1. Inception meeting with SANAC	Inception meeting attended and inception report produced
2. Understand and become familiar with the principle of Positioning	Positioning e-Learning module and review of Positioning Guidance Note completed
3. Undertake a desk review of relevant documents	<ul style="list-style-type: none">• Governance documents of up to 10 multisectoral governance bodies reviewed (CCM included).• Where ever possible, Sustainability strategy and plan
4. Interview key stakeholders at the	At least one stakeholder per governance body

national level	interviewed, including one high-level government official
5. Interview structures within the CCM	Interview with relevant constituency representatives within the CCM and within structures that interact with the CCM – GF, LFA, PR, SR, SANAC TSU
6. Map existing national multisectoral structures.	Organigram showing the positions and relations of up to 10 governance bodies (CCM included). The organigram can be completed manually or using a software solution provided by the Global Fund (Visio).
7. Develop a summary report on the mapping exercise	An executive summary of key findings, conclusions, options and next steps (2-4 pages) with thematic tables and analysis on: <ul style="list-style-type: none"> • Mandate • Composition • Structure • Legal Status • Anchorage level to the national system
8. Organise an in-country consultation meeting	<ul style="list-style-type: none"> • Presentation on key results • Moderated sessions on the following phases of the CCM Positioning journey: <i>Coordination, Sustainable Structure</i>. <p>The consultation should bring together stakeholders on coordinating and aligning platforms and include the civil society voice.</p>
9. Develop positioning strategy and plan for the CCM – work with the relevant CCM committees to strategy addresses relevant areas	CCM Positioning Strategy & Plan developed and highlights appropriate positioning of the CCM. It should include: <ul style="list-style-type: none"> • Necessary linkages and alignment with other significant coordinating platforms in-country. This includes identifying key national stakeholders that can support overall efforts to strengthen sustainability. • Long-term embedment of CCM functions within existing or emerging governance platforms, including ensuring strong inclusion of civil society and participation in efforts to strengthen sustainability of Global Fund investments.
10. Support the CCM Governance Committee to develop a communications protocol to guide the operations of the CCM and its interactions with key actors in the grant	CCM communications protocol developed and aligned to the CCM governance documents. Document endorsed by the CCM

NB: Please refer to Annexes at the end of this document for additional guidance:

Annex 1: Example of communications protocol

Annex 2: Example of Positioning map (designed with software Visio).

Annex 3: Example of Positioning map (manually built).

Work Relationships:

The successful applicant will report to the Executive Manager: Resource Mobilisation and Donor Coordination and the CCM Secretariat Manager who will be the direct supervisor. The consultant will be expected to also work closely with the relevant committees of the CCM – Communications, Governance and Management Committee. The consultant will also work in close collaboration with the international appointed consultant who is assigned to assist the Oversight Committee.

2.3 Timeframes

The duration of the contract will be for a period of 45 days over a period that does not exceed May 2023 from 1 March 2023.

2.4 Desired Competences, Technical Background and Experience

- Education: Advanced degree in Social Science, public health, business administration, public administration or related field
- Experience: At least 3 years' experience in developing partnerships in political environments and in mediating complex issues and deliverables at country, regional and international levels;
- Experience: At least 3 years' experience, including track record of working in strategy and policy analysis, program planning and management, and/or equivalent experience
- Understanding and experience of strategic, organisational, governance, financial and management issues
- Knowledge: Visio software
- Exceptional proficiency in Microsoft Office applications especially Excel/Access, email, internet and websites
- Solid understanding of the Global Fund processes and of its funding model.
- Knowledge of
- Excellent written and verbal communication skills as a training consultant or similar
- Desirable:
 - At least 5 years of professional experience (international or national) working in planning and management in the humanitarian and/or government sector.
 - Experience in governance, public health and program management with focus on HIV and AIDS, tuberculosis.
 - Documented experience of coordination across multiple stakeholders.
 - Experience with developing stakeholder communications strategies and plans

- Previous development experience and/or background with government or private sector
- Strong interpersonal skills and proven ability to communicate and interact with high-level officials from the government, NGOs, UN agencies and the private sector.

2.5 Conditions

- The candidate selected will be governed by and subject to SANAC Terms and Conditions for the individual contract.
- Travel and costs associated with consultations will be covered by SANAC.
- The consultant will use his/her own equipment including computer to produce deliverables.
- All communications shall be done through available and SANAC recommended virtual platforms.

2.6 Payment Schedule

The performance will be evaluated on timeliness, alignment with TORs, and quality of work. Payment will be made upon satisfactory completion of all deliverables as per schedule below.

Deliverable	% of overall payment due
1. Mapping of existing national multisectoral structures 2. Brief summary report (2-4 pages) 3. Power Point Presentation	25%
4. Positioning strategy and plan	25%
<ul style="list-style-type: none"> ● Positioning strategy and plan ● CCM Communications protocol 	50%

3. SUBMISSION OF PROPOSALS

- Proposals must be submitted by email to Beullah@sanac.org.za; Copied: lerato@sanac.org.za and mbali@sanac.org.za
- No hard copy proposals may be delivered.
- Please use reference: “Positioning_Mapping_Comms Protocol” in the email subject line
- Address to be put on the Quote:

SANAC

2nd Floor, Block E, Hatfield Gardens, 333 Grosvenor Street, Hatfield, PRETORIA, 0028

VAT no: 496 026 5751

Proposals must be submitted by email by no later than 17h00 on Friday, 10 February 2023. PLEASE

NOTE: No telephonic queries will be entertained by any SANAC staff member. Written questions may

be mailed to Beullah@sanac.org.za copied: lerato@sanac.org.za and mbali@sanac.org.za with the heading "Positioning_Mapping_Comms Protocol" in the subject line. Questions may be submitted until 3 February 2023. Only proposals submitted by email will be accepted and reviewed – no late proposals will be reviewed.

3.1 Documents for submission

Section	Title
1.	Technical Proposal demonstrating ability to complete the assignment and produce a quality document as per scope of work detailed above
2.	Quotation - Price proposals should include VAT and should be fully inclusive of ALL costs to deliver the outputs indicated in the terms of reference
3.	Evidence of having completed similar assignment (can include reference letters)
4.	The CVs of the proposed team to undertake the work
5.	A consultant/company profile
6.	PIN for Tax clearance certificate verification (verification will be done with SARS eFiling).
7.	Valid B-BBEE Certification: <ul style="list-style-type: none"> • Copy of a certificate from a SANAS accredited Verification Agency; • A signed Exempt Micro Enterprise (EME) affidavit with the required information; or • A signed Qualifying Small Enterprise (QSE) affidavit with the required information.

4. EVALUATION OF PROPOSALS

Only submissions that meet the technical specifications in all aspects as stipulated in this terms of reference will be considered. Evaluation will be split into 3 stages:

Evaluation Stage 1: Correctness and completeness

Service Providers must provide the above documentation as specified.

Please note: The absence of the following documentation automatically disqualifies the Proposal:

1. Consultant/Company Profile
2. Proposal

Evaluation Stage 2: Technical Evaluation

Once the proposals have been evaluated on Correctness and Completeness, an evaluation panel will allocate points (on a points scale specified per function) according to the criteria set out in the functionality table below.

Service Providers must obtain a minimum of 70 out of 100 to be shortlisted. Shortlisted service providers will be evaluated on Price & B-BBEE.

FUNCTION	RATING	POINTS													
TRACK RECORD & EXPERIENCE <i>45% of total</i>	1. Lead Consultant's qualifications Scoring Guide: <table border="1" data-bbox="464 338 1262 734"> <thead> <tr> <th>Points</th> <th>Qualifications</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>Bachelors Degree in Social Science, public health, business administration, public administration or related field</td> </tr> <tr> <td>10</td> <td>Masters Degree in Social Science, public health, business administration, public administration or related field</td> </tr> <tr> <td>15</td> <td>PhD in in Social Science, public health, business administration, public administration or related field</td> </tr> </tbody> </table>	Points	Qualifications	5	Bachelors Degree in Social Science, public health, business administration, public administration or related field	10	Masters Degree in Social Science, public health, business administration, public administration or related field	15	PhD in in Social Science, public health, business administration, public administration or related field	15					
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15	PhD in in Social Science, public health, business administration, public administration or related field														
2. For the (lead) consultant that will be responsible for signing off the recommendation report, Service Providers are to indicate the person's years of demonstrable experience working as a consultant delivering this and other related assignments Scoring Guide: <table border="1" data-bbox="464 1039 1262 1279"> <thead> <tr> <th>Points</th> <th>Years experience</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>< 1 year</td> </tr> <tr> <td>3</td> <td>1 – 2 years</td> </tr> <tr> <td>6</td> <td>3 – 4 years</td> </tr> <tr> <td>8</td> <td>4 – 5 years</td> </tr> <tr> <td>10</td> <td>6 – 10 years</td> </tr> </tbody> </table>	Points	Years experience	1	< 1 year	3	1 – 2 years	6	3 – 4 years	8	4 – 5 years	10	6 – 10 years	10		
Points	Years experience														
1	< 1 year														
3	1 – 2 years														
6	3 – 4 years														
8	4 – 5 years														
10	6 – 10 years														
3. Experience of the consultant/service provider team with developing partnerships in political environments and mediating complex issues and deliverables at country, regional and international level Scoring Guide: <table border="1" data-bbox="464 1518 1262 1821"> <thead> <tr> <th>Points</th> <th>Years</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>No demonstration of years' experience</td> </tr> <tr> <td>4</td> <td>< 1 year</td> </tr> <tr> <td>8</td> <td>1 – 2 years</td> </tr> <tr> <td>12</td> <td>3 – 4 years</td> </tr> <tr> <td>16</td> <td>5 years</td> </tr> <tr> <td>20</td> <td>6 – 10 years</td> </tr> </tbody> </table>	Points	Years	0	No demonstration of years' experience	4	< 1 year	8	1 – 2 years	12	3 – 4 years	16	5 years	20	6 – 10 years	20
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20	6 – 10 years														
UNDERSTANDING OF GLOBAL FUND PROCESSES AND ITS FUNDING	4. Solid understanding of Global Fund processes and of its funding model <table border="1" data-bbox="464 1935 1262 2007"> <thead> <tr> <th>Points</th> <th>Familiarity</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>No understanding</td> </tr> </tbody> </table>	Points	Familiarity	0	No understanding	10									
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MODELS & EXPERIENCE IN GOVERNANCE AND PUBLIC HEALTH <i>25% of total</i>	5	Understand Global Fund processes	15														
	10	Understand Global Fund processes and funding models															
	5. Experience in governance, public health and program management with focus on HIV and AIDS, tuberculosis.																
	Scoring Guide:																
	<table border="1"> <thead> <tr> <th>Points</th> <th>Knowledge</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>No demonstrable knowledge and no evidence</td> </tr> <tr> <td>5</td> <td>Demonstrable knowledge and 1 reference letter</td> </tr> <tr> <td>10</td> <td>Demonstrable knowledge and 2 reference letters</td> </tr> <tr> <td>15</td> <td>Demonstrable knowledge and 3 reference letters</td> </tr> </tbody> </table>	Points		Knowledge	0	No demonstrable knowledge and no evidence	5	Demonstrable knowledge and 1 reference letter	10	Demonstrable knowledge and 2 reference letters	15	Demonstrable knowledge and 3 reference letters					
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APPROACH & PROPOSED METHODOLOGY <i>30% of total</i>	6. Clarity of Methodology and proposal		30														
	Scoring Guide:																
	<table border="1"> <thead> <tr> <th>Points</th> <th>Information provided</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>Not clear</td> </tr> <tr> <td>10</td> <td>Methodology is poorly aligned to the scope of work, linked to outputs, human resource allocation to activities are outlined, actions are scheduled appropriately</td> </tr> <tr> <td>15</td> <td>Methodology is adequately aligned to the scope of work, linked to outputs, human resource allocation to activities are outlined, actions are scheduled appropriately</td> </tr> <tr> <td>20</td> <td>Methodology is well aligned to the scope of work, linked to outputs, human resource allocation to</td> </tr> <tr> <td></td> <td>activities are outlined, actions are scheduled appropriately</td> </tr> <tr> <td>30</td> <td>Methodology is excellently aligned to the scope of work, linked to outputs, human resource allocation to activities are outlined, actions are scheduled appropriately</td> </tr> </tbody> </table>	Points		Information provided	5	Not clear	10	Methodology is poorly aligned to the scope of work, linked to outputs, human resource allocation to activities are outlined, actions are scheduled appropriately	15	Methodology is adequately aligned to the scope of work, linked to outputs, human resource allocation to activities are outlined, actions are scheduled appropriately	20	Methodology is well aligned to the scope of work, linked to outputs, human resource allocation to		activities are outlined, actions are scheduled appropriately	30	Methodology is excellently aligned to the scope of work, linked to outputs, human resource allocation to activities are outlined, actions are scheduled appropriately	
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TOTAL			100														

Evaluation Stage 3: Price

Service Provers whose proposals achieve a minimum of 70% on the above technical evaluation will be evaluated on price. Proposals that do not meet the 70% threshold will be excluded from the process. The proposal scoring will weigh 80% of the total scoring.

The pricing will be weighted at 20% of the scoring

Bidders who obtained 70 on Functionality will be evaluated on Price & BEE using preference point system of 80/20 as per the below table:

Preference point system (80/20)	Weighting percentage (Must add up to 100 %)
Price	80% of 100 Points
BEE	20% of 100 Points
Total:	100%

i. Price Calculations

A maximum of 80/20 point system has been allocated to this bid on the following basis:

$$P_s = 80 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where

P_s = Points scored for price of bid under consideration

P_t = Price of bid under consideration

P_{\min} = Price of lowest acceptable bid

ii. POINTS AWARDED FOR B-BBEE STATUS LEVEL OF CONTRIBUTOR

In terms of Regulation 6 (2) and 7 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

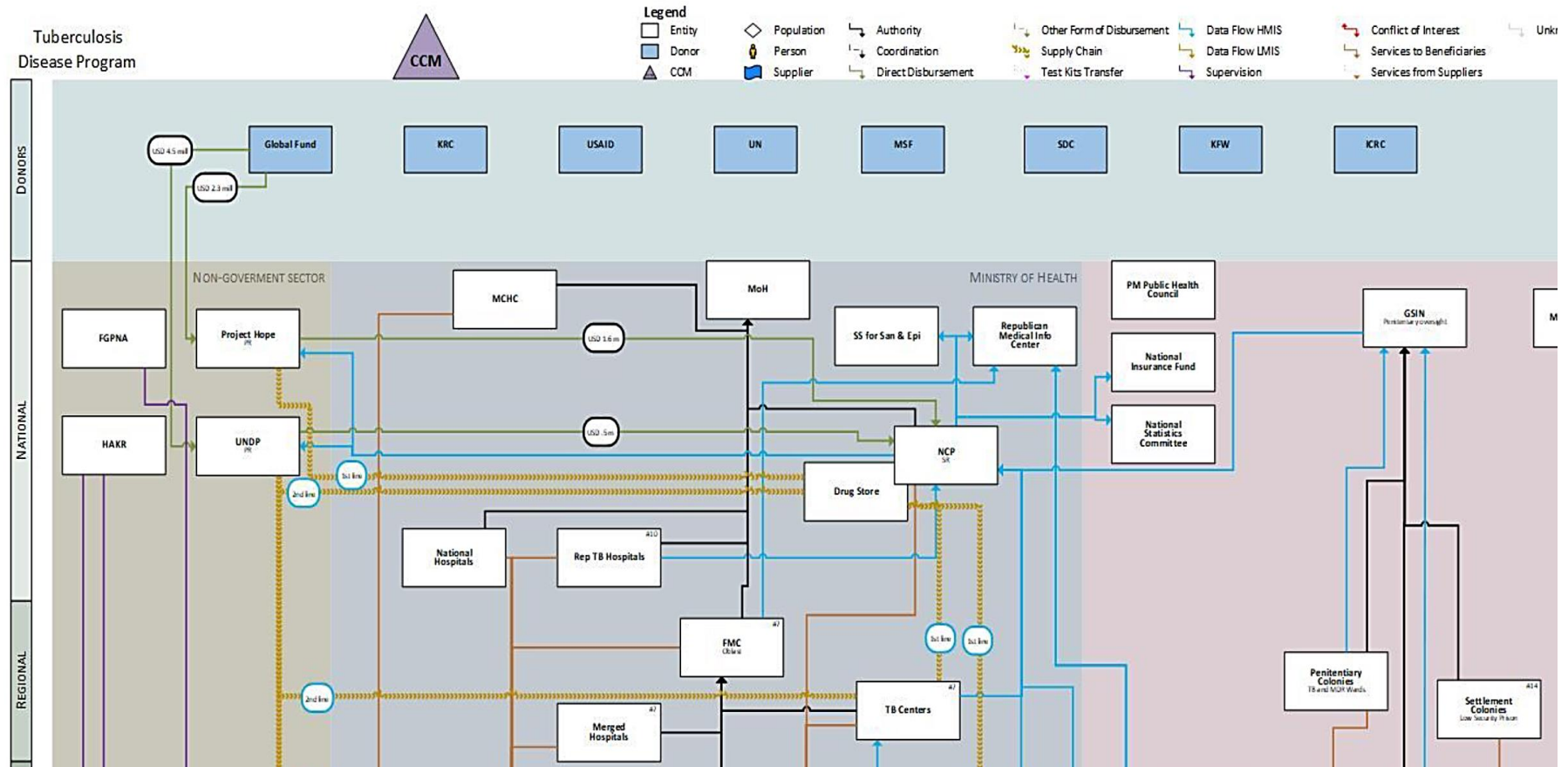
B-BBEE Status Level of Contributor	Number of points (80/20 system)
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

5. APPOINTMENT OF SERVICE PROVIDERS

1. A SANAC & CCM constituted evaluation panel will evaluate the submissions and select the service provider. The Committee reserves the right to request any, or all, of the service providers to meet to clarify their proposal.
 2. The Committee is not bound to accept the lowest or any proposal.
 3. The proposal will be evaluated against the review matrix provided above.
 4. The Committee may, entirely at its discretion, decide to:
 - Award contracts to different service providers for different sections of the scope of work.
 - Award contracts for particular sections of the scope of work, but invite new proposals for other sections of the work.
 - Delay the award contracts for certain sections of the scope of work (taking into account, inter alia, timing of funding availability).
 - Make award of contracts subject to such conditions as SANAC may determine at the stage of awarding the contracts.
 - Commission the work in two phases should it become evident that this is necessary.
 - Review and modify the evaluation criteria.
 - Not award contracts.
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[Annex 1: Example of Communications Protocol \(access online\)](#)

Annex 2: Example of Positioning Map (Designed with Visio Software)



Annex 3: Example of Positioning Map (Manually Built)

