



**Concept Note:
Development of
the SANAC Multi-
Sector Policy
Framework”**

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To be titled: “SANAC Multi-Sector Policy Framework”

1. Introduction

In 2020 the Secretariat completed a rapid desktop review to map what tools are available and are being applied for the establishment and strengthening of the AIDS Councils. This process looked into what tools exist, how were these tools developed and what support did the provinces receive to develop the tools. In addition what purpose were these tools developed for, at what level and whether they are being implemented. The objectives of the review were to:

- Develop an AIDS Councils Strengthening Toolbox with all the existing tools currently used by the PCAs to establish their AIDS Councils (DACs, LACS and WACs).
- Determine how these tools are of value to the process of establishing the AIDS Councils and how they support the maintenance and functionality of these coordination structures.
- Make recommendations on the standardization of the establishment and the strengthening of the AIDS Councils.

The review makes an argument that strengthening the AIDS Councils for a successful implementation of the NSP is a key mandate for SANAC. However this work is impacted by how standard the AIDS Councils are organized. The review revealed that PCA tools for the establishment of the AIDS Councils exist though they vary from province to province. This makes the establishment of the AIDS Councils a freestyled exercise leading to varying functionality among the Councils. It is obvious that this is as a result of lack of a legitimate national framework to guide the establishment, leadership, governance, institutional arrangements and functionality of the AIDS Councils.

This review therefore makes the following recommendations in order to achieve standardized and to maintain optimally functioning AIDS Councils:

- Develop a SANAC Multi-Sector Policy Framework. (To be done in collaboration with Provinces, SALGA and COGTA as major stakeholders,
- Conduct a high level review of the SANAC Procedural Guidelines as backbone of the SANAC Multi-Sector Policy Framework,
- Establishment of a high-level Steering Committee to oversee the development of the Policy Framework,
- Engage and support SALGA to develop create an enabling and supportive environment for the strengthening of the local government HIV, TB and STI responses.

2. Background

2.1. SANAC

SANAC was established in January 2002 through a decision of Cabinet as the highest body to advise government on all matters relating to HIV, TB and STI. SANAC is doing this through the development of 5 year term National Strategic Plans on HIV, TB and STIs and the country is now on the 4th generation of the strategic plans (NSP 2017-2022). Since its

establishment, SANAC has held together in spite of a wide range of issues and challenges that have confronted the HIV/TB response in the country. Numerous reviews of the SANAC structure and functionality of SANAC have been conducted and a number of recommendations have been tabled for considerations.

2.2. Provincial, District and Local AIDS Councils

The first (2000-2005) strategic plan proposed that AIDS Councils be established at provincial and district levels to guide the implementation of the strategic plan. The Strategic Plan recognised the importance of provinces, districts and local government in the implementation of the NSP and called for the establishment of AIDS Council structures similar to SANAC at these levels. To date, Provincial Councils on AIDS (PCA), District and Local AIDS Councils have been established to coordinate, implement, monitor and evaluate progress on implementation of the subnational plans (PIP, MDIPs and local plans); and to advise the Provincial Executive Council and the Mayoral Councils. These structures like SANAC are supposed to be led by the highest political office, i.e. the PCA's by Premiers and; DACs and LACs by Mayors. At least all the PCAs have been established though they are at various levels of functionality. The DACs and LACs are still a point of concern as the PCAs report on only a very few of these being established.

2.3. NSP 2017-2022

The NSP is a guiding document for the national response for HIV, STI and TB response in the country. The NSP informs national, districts and community level stakeholders on strategic direction to be taken for the HIV, STI and TB response. It is also used by the AIDS Council structures to monitor implementation by sectors, provinces, districts and municipalities. The AIDS councils are key in ensuring coordination and monitoring implementation of the response. Success in the implementation of this mandate requires well-functioning AIDS Councils at all levels.

2.4. SANAC Procedural Guidelines (PGs)

While the NSP has direct implications for the governance of SANAC, the SANAC Procedural Guidelines is currently a governance instrument that captures both the composition and the roles and responsibilities of the national structures of SANAC. The Guidelines are meant to ensure that the SANAC Plenary and its various committees are streamlined and fit for the purpose of incorporating good governance, accountability, and effective use of resources into all their activities. Good governance of SANAC is considered critical to overseeing the country's response to HIV, TB and STIs. These guidelines were first adopted in 2008 and revised in 2018. The guidelines address more the national structures while inadequately covering the sub-national structures (Provinces, Districts, Locals and Wards). To close this gap, SANAC developed PCA Procedural Guidelines that are a derivative of the main SANAC Procedural Guidelines, however, this also falls short of achieving standardisation of the SANAC structures. As a result, the development of the SANAC Multi-Sector Policy Framework will incorporate a high-level review and consolidation of the procedural guidelines at both national and sub-national into a single instrument that seeks to achieve standardization of all SANAC structures in all spheres for a unitary SANAC.

2.5. Strengthening of the AIDS Councils

The NSP recommends building the capacity of Provincial, District and Local AIDS Councils as they are SANAC structures that enable the implementation at the local levels of the NSP through Provincial Implementation Plans (PIPs) and Multi-sectoral District Implementation Plans (MDIPs). The District AIDS Councils in particular are well placed to ensure that system strengthening efforts, including multi-sectoral quality improvement and human resources strengthening, are occurring at facility and sub-district level as mandated by the NSP. As

these structures are led by political leaders, it is also recommended that the strengthening of the AIDS Councils should also include formal induction and capacity improvement for the leadership to head the response. SANAC has a responsibility for developing tools that will capacitate and strengthen the functionality of the Provincial, District and Local AIDS Councils. The SANAC Multi-Sector Policy Framework for AIDS Councils will outline standard approaches for strengthening AIDS Councils and their structures.

3. National Framework for AIDS Councils

It is against the above background that SANAC seeks to develop a SANAC Multi-Sector Policy Framework. The Policy Framework will be a high-level SANAC Governance instrument that among others will:

- Provide an enabled policy environment to coordinate and guide the multisector HIV, TB and STI response,
- Outline the setup of governance, leadership and coordination arrangements for the response in the country including all AIDS Councils structures and committees,
- Ensure that all SANAC structures are streamlined and fit for purpose to achieve their mandates,
- Outline accountability mechanisms for the multi-sector response and describe consequence management for non-compliance,
- Guide the high-level review of the SANAC Procedural Guidelines to become a backbone of the Framework,
- Outline the rules of engagement and interconnectivity among all the structures of SANAC as a unitary body,
- Outline standardised approach towards the strengthening of the AIDS Councils including SANAC and all its sectors,

4. Approach to developing the SANAC Multi-Sector Policy Framework for AIDS Councils

SANAC Secretariat will solicit a consultant to develop the Framework and establish a high-level steering committee with clear ToRs to oversee the project. The consultant will also conduct a high-level review of the SANAC procedural Guidelines as the guidelines will form a backbone of the Framework. When a draft framework has been developed and the revised ToRs incorporated into the framework, the Secretariat may engage the services of a pro bono legal firm to review the document.

5. Authority and Juristic

It is expected that the SANAC Multi-Sector Policy Framework will be approved by Cabinet in the same way SANAC was established. The framework will give SANAC and the AIDS Councils authority to hold their key stakeholders accountable for their set of commitments to the HIV, TB and ST response in the country as outlined in the country NSP for HIV, TB and STI.

6. Project Risks

The development of the SANAC Multi-Sector Policy Framework for AIDS Councils maybe highly political and contested and hence require careful approach premised on the principles on proper social facilitation for an open and all engaging dialogue.

7. Considerations

The SANAC Multi-Sector Policy Framework for AIDS Councils will be binding to all the AIDS Councils structures and all their stakeholders.