# Terms of Reference

# for

# Functional Analysis of the Program

## Title of Technical Assistance:

## Conduct a functional analysis including identifying the roles and responsibilities at national and provincial level of government, taking into account NGOs and CSOs”

## Introduction:

The National AIDS Control Program (NACP), Pakistan is a public sector Principal Recipients (PR-2) of the Global Fund and is implementing GFATM-HIV grant in the country. The overall goal of this grant is to reduce HIV related morbidity and mortality (reduce burden of HIV) through improved access of Continuum of Prevention and Care (CoPC) to Injecting Drug Users (IDUs) and Community and Home Based Care (CHBC) services to PLHIV and associated populations.

The objective of the grant is substantially met through the provision of Community and Home based Care (CHBC) sites that are located at hubs (based on epidemiological evidence) to meet the needs of individuals (members of key populations and vulnerable populations) and their families who are infected and affected by the diseased. These sites are managed by sub-sub-recipients (SSRs) who are civil society organizations selected as per GF guidelines. NACP as the PR sub-contracts sub-recipients (SRs) that are the Provincial AIDS Control Programs (PACPs) to manage SSRs that subsequently provide services through CHBC sites. The SRs also manage ART clinics located in government hospitals across the country.

### Functions:

### Principal Recipient (PR):

As PR-2 National AIDS Control Program (NACP) will perform the following functions:

* NACP as PR-2 of the grant will fulfill all responsibilities of the PR as per Global Fund principles and guidelines defined in the grant agreement documents including but not limited to timely disbursement of funds depending upon the timely submission of disbursement requests, availability of funds and requirements of the Sub-Recipients.
* NACP will engage in monitoring activities necessary to effectively manage the Sub-Recipients performance. Monitoring activities may include on-site visits to monitor program activities, periodic implementation meetings and other measures necessary to monitor activities under this Sub-agreement.
* NACP will work with the SRs on improving the key gaps identified during the capacity assessment process and highlighted from time to time by Global Fund.
* NACP will provide resources to PACPs to manage and conduct quarterly verifications of services provided at CHBC sites and the performance of respective SSRs.
* NACP will provide resources to PACPs to coordinate activities undertaken by CHBCs with existing interventions implemented under the Provincial AIDS Control Programs to ensure coherence and collaborative strategies.
* NACP will provide resources to PACPs to support training needs identified as a result of quarterly verification of services (subject to availability of Funds and approval from GF).

### Sub-Recipients (SR):

As sub-recipients (SR) the Provincial AIDS Control Programs (PACPs) will perform the following functions:

* The SRs will be responsible to PR office for ensuring timely and effective implementation of the project and achieve agreed grant milestones and targets as per agreed grant performance framework.
* The SRs will be responsible to ensure “Value for money” and follow strictly all clauses of the project agreement.
* The SRs will ensure adequate internal control mechanisms and adherence to organizational policies and procedures.
* The SRs will also ensure that they comply with the laws and regulations of the Government of Pakistan during the entire period of grant implementation.
* The SRs will conduct quarterly verification of services *(by conducting monitoring visits to each site at least once per quarter)* conducted at CHBC sites in their province. The report produced as a result of these quarterly verification exercises will address the quality of services at all levels viz. Strategic and operational management; financial management; data management and analysis; supply management.
* The SRs will issue a Management Letter to the each SSR (along the lines mentioned below) highlighting the identified gaps and weakness, rectification measures along with the persons responsible. During the next monitoring visit SR will check ML findings for compliance. In case of non-compliance SR may take action against the SSRs in consultation with the PR.
* The SRs will provide NACP with a report outlining their observations, which will include recommendations for improvement, technical assistance and training.
* The SRs will ensure the coordination of CHBC sites services within the provincial strategy.
* The SRs will commission training identified as a result of quarterly reviews in consultation with NACP.

### Sub-Sub-Recipients (SSRs)

* Selection of SSRs shall take place through a formal competitive process including EOIs, short-listing based on agreed criteria, and capacity assessment by the concerned SR.
* If SSRs are engaged in a particular project activity, policies applied to SRs should be reflected in the same way at SSR level.
* The SSRs will provide service delivery to targeted populations as per the GF guidleines.

## Goals:

To examine new and existing roles, identify capacity gaps and recommend a modified structure to best allow the National AIDS Control Program, its Sub and Sub, Sub recipients to perform these roles in an efficient and effective manner.

## Objectives:

1. To examine and operationalize the roles and functions of the PR, SR and SSR as per the grant documents signed between the respective implementing parties and the Global Fund.
2. To conduct a functional analysis of the roles, responsibilities and functions of the PR, SR and SSR with reference to the country specific GF guidelines and performance framework.
3. To determine the best organizational design that is cost-effective, sustainable and combines cohesive structures with efficient processes and systems for meeting the GFATM grant and program objectives
4. To assess the capacity needed to perform the functions with clarity of roles and responsibilities
5. To identify the training needs of the staff for efficient execution of the tasks and skills development

## Methodology:

Technical expertise with in-depth knowledge of Organizational Structures and Development, Global Fund grant implementation and requirements is a prerequisite to perform the functional review, define the roles and responsibilities of the staff engaged in programmatic activities, and recommend appropriate changes in the hierarchy/ staff job descriptions and any organizational redesign if required. The functional analysis must consider the PRs strategic positioning, the implementing capacities/arrangements of the SRs and the functions of the SSRs. The service needs of the clients and the community, goals and needs of the stakeholders as well as challenges and opportunities need to be clearly defined and addressed.

The review may include the following phases:

1. **Comprehensive desk review and consultations with stakeholders** to understand the background, current working environment and mechanisms, key drivers and factors influencing program implementation. It includes a review of the organizational structure, functions and staff as well as of GF and government requirements and expectations to meet the GFATM grant and program objectives. Review of relevant coordination mechanisms shall also be undertaken to understand the division of labour/tasks as well as the inter-relationships involved for the judicious use of time, human and financial resources.
2. The consultant will **analyze** whether the grant and program goals are aligned with the available human resource and expertise and would identify gaps and deficiencies in this chain that would ultimately be filled through program interventions.
3. **Develop a framework for the functional analysis** covering the key functional areas (program, finance, monitoring and evaluation, information management system, procurement and supply chain, and human resource management) to identify the functions required for high performance, the needs and expectations of the clients and stakeholders, as well as to assess the functional requirements (current and future) of the program for effective coordination and implementation.
4. **Use the developed framework** for assessing the existing roles, functions and staffing (including competencies and levels) to identify the strengths, weaknesses, opportunities and challenges including the inter-relationships between these functions and roles, and how they may be redefined/modified to be more effective. The framework maybe used to perform a gap analysis to identify the differences between the current and future functional needs. Processes, practices, mechanisms and networks/inter-linkages having cross-functional and inter-organizational/departmental implications may be explored and analyzed. The framework maybe used to recommend a redesign of the program to effectively meet the needs of the stakeholders, avoid overlap/duplication/lack of functions and increase effectiveness of the program.
5. **Recommend changes to functions, structure, resourcing, staffing and processes** to meet the stakeholders needs in a cost effective and efficient manner with a best possible structure, optimal staffing, clear job descriptions and accountabilities, best practices and processes for strengthened inter-functional and inter-organizational/departmental coordination, cooperation and accountability within the proposed structure. A costed implementation plan should be developed to translate the recommendations.
6. **Identify potential risks, constraints and limitations** of the recommended functions and organizational structure.

# Deliverables

The deliverables of the consultancy include

1. Functional analysis and functional analysis framework
2. Implementation plan including timelines, resource requirements for staffing (posts, levels, competencies, roles and responsibilities), milestones/targets/goals, resources and costs.
3. Dissemination of the study to key stakeholders

## Timeframe

Total period for completion of the assignment is 45 working days.

## Estimated Cost

Total budget allocated for the Technical Assistance inclusive of per-diems, accommodation, travel and other consultancy costs is **Pak Rs. 1,190,004/-.** Lead consultant (70%) and costing consultant (30%)

## Qualifications or Specialized Knowledge/Experience of the Consultants or Consultancy Firm

The Consultancy firm engaged or team of Consultants hired independently should possess the following:

1. The team will comprise of a lead consultant for the review and a costing consultant for development of a costed implementation plan.
2. Basic Medical degree with a post graduate qualification in public health.
3. Minimum 10 years’ experience (in private, public sector, UN and NGOs)) in organizational analysis, redesign and program process reviews.
4. The consultants must have in-depth knowledge of organizational development concepts, tools and techniques, be well acquainted with inter organizational coordination roles and responsibilities and possess the ability to translate strategic thinking and innovative ideas into practical operational recommendations.
6. Strong writing skills including past experience in producing reports, arranging workshops with multiple stakeholders.

## Payment Schedule:

1. 25% on Contract signing
2. 25% on submission of Draft-I
3. 25% on submission of Final report
4. 25% on dissemination workshop