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**Request for Quotation (RFQ)
Terms of Reference (ToR)**

**Appointment of a Service Provider to Develop a Crisis Response Protocol
and Deliver Virtual Training for the Sex Worker Programme (SWP)**

Global Fund Grant Cycle 7: 1 October 2025 – 31 March 2028

Closing date: 26th of August 2026, 16h00: SAST

BID REFERENCE: CCI_RFQ_3007_01

Note:

- Only email applications will be considered. All applicants must follow the instructions laid out below and submit applications to RFA@ccisa.org.za before the closing date and time indicated above.
- All applications and or enquiries must contain the **BID REFERENCE** in the subject line.
- Any changes to this RFA and any related documents or information will be published on the CCI website. Please check the CCI website regularly.

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1. ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
CCI	Centre for Community Impact
CCM	Country Coordinating Mechanism
GBV	Gender Based Violence
GF	Global Fund
HIV	Human Immunodeficiency Virus
NSP	National Strategic Plan
RFA	Request for Application
STI	Sexually Transmitted Infection
SW	Sex Worker
SWP	Sex Worker Program
TB	Tuberculosis

2. INTRODUCTION AND BACKGROUND

2.1 BACKGROUND

The Global Fund to Fight AIDS, Tuberculosis and Malaria (GF), supports South Africa's national response to HIV and TB through a multi-stakeholder coordination mechanism led by the Country Coordinating Mechanism (CCM). The CCM is responsible for strategic oversight of programme implementation in alignment with the National Strategic Plan (NSP) for HIV, TB and STIs 2023–2028. The Centre for Community Impact (CCI) has been appointed as a Principal Recipient (PR) for the Global Fund Grant Cycle 7 (GC7), covering the period 01 October 2025 to 31 March 2028. Under this grant, CCI implements the Sex Worker Programme (SWP) through a network of five (5) Sub-Recipients (SRs) across 18 priority districts in eight (8) provinces. The SWP is a comprehensive, peer-led programme designed to improve the health and wellbeing of sex workers through integrated biomedical, behavioral, and structural interventions.

The programme is implemented across multiple districts in South Africa through a differentiated service delivery model that includes peer-led outreach, safe spaces, mobile services, and linkages with public health and social support systems. The SWP is aligned with the National Strategic Plan (NSP) for HIV, TB and STIs (2023–2028) and the National Sex Worker HIV, TB and STI Plan. Sex workers in South Africa face disproportionately high levels of gender-based violence (GBV), human rights violations, stigma, discrimination, and unsafe working conditions. These structural challenges impact access to essential health and social services and increase vulnerability to crisis situations.

Programme staff operating in community-based settings frequently encounter crisis events, including GBV incidents, medical emergencies, arrests, mental health crises, and safety threats affecting both beneficiaries and staff.

2.2 RATIONALE

While the SWP incorporates GBV response, human rights programming, and referral systems, there is currently no standardized crisis response framework guiding the identification, classification, management, documentation, and escalation of crisis incidents across all implementation sites.

The absence of a unified protocol may result in inconsistent responses, delays in service provision, gaps in safeguarding, and inadequate documentation of incidents.

CCI therefore seeks to develop a comprehensive, standardized Crisis Response Protocol to:

- Ensure consistent, ethical, and timely response to crisis situations
- Strengthen safeguarding, confidentiality, and survivor-centered approaches
- Clarify roles, responsibilities, and escalation pathways
- Strengthen coordination and referral mechanisms
- Align programme response with Global Fund safeguarding and Serious Incident Reporting requirements, and relevant South African legislation

2.3 SERVICE DELIVERY CONTEXT

The SWP is implemented through a community-led, differentiated service delivery model comprising:

- Peer-led outreach at hotspots
- Safe spaces providing integrated health and social services
- Mobile service delivery platforms
- Referral networks with public health, psychosocial, legal, and protection services

Crisis situations may arise during outreach, within safe spaces, during mobile service delivery, or within the broader structural environment. Effective response requires rapid decision-making, coordinated referrals, adherence to safeguarding protocols, and accurate documentation.

3. PURPOSE OF THE ASSIGNMENT

The purpose of this assignment is to design a comprehensive, practical, and context-responsive Crisis Response Protocol for the Sex Worker Programme, and to strengthen the capacity of programme staff to effectively identify, manage, document, and escalate crisis incidents in a timely, ethical, survivor-centred, and legally compliant manner.

4. OBJECTIVES OF THE ASSIGNMENT

The specific objectives of the assignment are to:

1. Develop a comprehensive and context-appropriate Crisis Response Protocol tailored to the SWP operational environment.
2. Define clear roles, responsibilities, reporting lines, and escalation pathways for crisis situations.
3. Develop standard operating procedures (SOPs), tools, and templates to support consistent implementation of the protocol.
4. Strengthen programme capacity through virtual training on crisis management, safeguarding, and survivor-centered response.
5. Ensure alignment of the protocol with Global Fund safeguarding standards, Serious Incident Reporting requirements, and relevant South African legislation.

5. CAPACITY STRENGTHENING REQUIREMENT

To support implementation of the Crisis Response Protocol, programme staff require practical skills and standardized tools to:

- Identify and classify crisis situations
- Provide survivor-centered and trauma-informed responses
- Activate and manage referral pathways
- Ensure confidentiality and safeguarding compliance
- Document and escalate incidents appropriately
- Maintain personal safety in high-risk environments

The appointed service provider will therefore be responsible for both developing the protocol and delivering virtual training to ensure consistent application across all implementing districts.

6. SCOPE OF WORK

6.1 OVERVIEW

CCI therefore seeks to engage a qualified service provider to:

1. Develop a comprehensive Crisis Response Protocol tailored to the SWP operational environment; and
2. Conduct virtual training for programme staff to support effective implementation of the protocol.

6.2 SCOPE OF WORK

Phase 1. Inception and Document Review

The service provider will:

- Conduct a review of relevant programme and policy documents, including SWP frameworks, SOPs, referral systems, and safeguarding guidelines
- Engage with CCI to clarify expectations, deliverables, and timelines
- Develop and submit an inception report outlining methodology, workplan, stakeholder engagement approach,

Phase 2. Stakeholder consultation and situational assessment

The service provider will conduct structured consultations with key stakeholders, including CCI leadership and technical teams, sub-recipient implementation teams, clinical and psychosocial staff, peer educators, outreach teams, and safeguarding and HR focal points. These consultations will focus on generating insights to inform the development of a contextually appropriate and responsive protocol.

Phase 3. Development of draft Crisis Response Protocol

The service provider will develop a comprehensive draft Crisis Response Protocol encompassing key components such as crisis identification and classification, clearly defined response procedures, and delineation of roles and responsibilities. The protocol will also outline reporting and escalation pathways, referral and coordination mechanisms, and measures for risk mitigation and staff safety. In addition, it will include systems for monitoring and documentation. All elements of the protocol must be aligned with safeguarding principles, confidentiality standards, and Global Fund requirements.

Phase 4. Development of implementation tools and templates

The service provider will develop a suite of practical implementation tools to support effective crisis response, including crisis incident reporting forms, escalation flowcharts, decision trees, crisis response checklists, and referral mapping tools. All tools must be user-friendly, adaptable to different contexts, and designed for ease of use in field-based implementation.

Phase 5. Validation and Finalisation

The service provider will present the draft protocol and tools to CCI and key stakeholders, facilitate a validation session, incorporate feedback and submit a final Crisis Response Protocol and tools

Phase 6: Virtual Training and Capacity Strengthening

The service provider will design and deliver virtual training sessions for SWP programme staff, supported by comprehensive training materials including a facilitator guide, participant handbook, and presentations. The training will cover key areas such as crisis identification and classification, survivor-centered and trauma-informed approaches, safeguarding and confidentiality, and the practical application of the protocol and associated tools, using case scenarios and simulations to strengthen learning. In addition, the service provider will conduct pre- and post-training assessments, maintain attendance records, and submit a detailed training report with recommendations.

Phase 7: Final Reporting

The service provider will submit a final assignment report summarising including recommendations for implementation and sustainability.

Ethical and Safeguarding Principles

The Crisis Management Protocol must be grounded in the following cross-cutting principles

- Strict confidentiality and full compliance with POPIA and applicable data protection legislation.
- A survivor-centred and trauma-informed approach to all crisis response actions.
- Protection of the dignity, safety, and human rights of sex workers and programme staff.
- Alignment with Global Fund safeguarding, human rights, and Serious Incident Reporting standards.

7.DELIVERABLES

Deliverable	Description	Timeline
Inception Report	Methodology, workplan, stakeholder engagement plan	Week 1
Draft Protocol	Draft Crisis Response Protocol for review	Week 3
Tools & Templates	All implementation tools and templates	Week 4
Final Protocol	Finalized protocol incorporating feedback	Week 5-6
Training Materials	Slides, facilitator guide, participant handbook	Week 7
Training Delivery	Virtual training sessions conducted	Week 7-8
Final Report	Summary report with recommendations	Week 9

8. DURATION AND REPORTING

- The assignment will be completed within 9 weeks from the date of contract signing.
- The service provider will report to the Technical Lead – Sex Worker Programme (CCI).
- All deliverables will be subject to review and formal approval by CCI.

9.QUALIFICATIONS AND EXPERIENCE

The service provider must demonstrate:

- Proven experience in developing crisis response, safeguarding, or incident management protocols
- At least 5 years' experience in public health, GBV, safeguarding, or key population programming
- Experience working with vulnerable and marginalized populations
- Strong technical writing and documentation skills
- Demonstrated experience in adult learning and training facilitation
- Proven track record of delivering similar assignments

10. INSTITUTIONAL AND LOGISTICAL ARRANGEMENTS FOR THE SERVICE PROVIDER

CCI will provide:

- Training venue and catering (*If applicable*)
- Travel and accommodation for participants (*If applicable*)
- Printing of training materials (*If applicable*)

The service provider will:

- Provide own work equipment (laptop, data, etc.)
- Coordinate training logistics with CCI
- Deliver services in accordance with agreed timelines

Payment will be made based on approved deliverables and agreed milestones.

IMPORTANT: This project /assignment will be considered successfully completed after submission and approval of final products /deliverables /milestones.

11. EVALUATION PROCESS AND CRITERIA

The evaluation of submissions will be managed by CCI and the appointment of the successful service provider by CCI. The evaluation process will be conducted according to the following stages:

TABLE 1: EVALUATION STAGES

STAGES	EVALUATION PROCESS
FIRST STAGE	Applicants will be screened for completeness and compliance with the ADMINISTRATIVE REQUIREMENTS . Applicants that fail to submit the administrative requirements will not be evaluated further.
SECOND STAGE	This stage assesses the applicants' technical competence, focusing on their capacity to fulfil the requirements of the assignment as outlined in the Scope of Work. The evaluation will consider the proposed methodology, work plan and feasibility, team qualifications and experience, organisational capacity, and overall value for money.
THIRD STAGE	This stage assesses the Financial Proposal submitted by bidders who meet the minimum technical threshold. The evaluation will consider cost competitiveness, budget realism, completeness of the financial submission, and overall value for money in relation to the proposed scope of work.

12. THE FIRST STAGE: ADMINISTRATIVE REQUIREMENTS

Applicants **MUST** submit all the mandatory documents below and all LABELLED as indicated in Table 2 below. **All applications will be screened for completeness and compliance, and only compliant submissions will proceed to the technical evaluation stage.**

TABLE 2: ADMINISTRATIVE COMPLIANCE

ANNEXTURE	DESCRIPTION
Annexure 1	BBBEE Certificate or sworn affidavit for eligible service providers
Annexure 2 *	Signed Declaration of Conflict of Interest - A declaration confirming the absence of any Conflict of Interest (COI); or alternatively a declaration stating any existing relationship with CCI employees or Directors. (Refer to COI Form to be completed).
Annexure 3 *	Signed Global Fund Code of Conduct for Suppliers of Services
Annexure 4 *	Proof of CIPC Legal Entity <i>(If applying as a company otherwise N/A if applying as an individual)</i>
Annexure 5 *	Valid SARS Tax Clearance Certificate
Annexure 6	Detailed workplan (breakdown of activities)
Annexure 7	Current/completed Criss protocol frameworks/management tool of similar nature (past 5 years)
Annexure 8	Detailed Quotation NB: Service Providers MUST utilize the costing template provided for evaluation.

Please note:

- Documents marked with asterisk* are **MANDATORY as applicable.**

PRICING SCHEDULE TEMPLATE

Cost Category	Key Cost Items	Unit	Unit Cost	Quantity	Total
Professional Fees	Inception, consultations, protocol drafting, training delivery, reporting	Days			
Training Development	Materials development, manuals, presentations	Lump sum			
Travel & Logistics	Travel, accommodation, per diem (if applicable)				
Project Management					
SUB-TOTAL (Excl. VAT)					
VAT					
TOTAL (Incl. VAT)					

NB: Please note CCI will cover costs for attendees if applicable.

13. THE SECOND STAGE: TECHNICAL EVALUATION SCORING MATRIX

TABLE 3: TECHNICAL COMPETENCY EVALUATION

CRITERIA	DESCRIPTION	SCORE WEIGHTING
Team qualifications and experience	ASSESSMENT OF THE PROPOSED TEAM'S QUALIFICATIONS, PROFESSIONAL EXPERIENCE, AND DEMONSTRATED EXPERTISE RELEVANT TO THE TOR REQUIREMENTS. Evaluation will consider: - Experience in crisis management / safeguarding / protocol development - Experience working with vulnerable populations (preferably in public health or sex worker programming) - Evidence of similar assignments successfully completed 0 points = Satisfies the requirement with major reservations. 5 points = Satisfies the requirement with minor reservations. Some minor reservations regarding the Team ability of the Service Provider to meet this requirement, with limited evidence to support the response. 10 points = Satisfies the requirement. Service Provider demonstrated its Team ability to meet this requirement. Response identifies factors that demonstrate added value, with limited evidence to support the response. 15 points = Satisfies the requirement with additional limited other additional benefits. The Service Provider demonstrates additional team abilities to meet the requirements of the scope for work. Response identifies factors that demonstrate added value, with evidence to support the response fully without any reservations. 20 points = Exceeds the requirement. Exceptional demonstration by the Service Provider of its Team's ability to meet the requirements of the scope of work, with evidence to support the response beyond the expectations of the scope of work.	20
Technical Approach and Methodology (1 PAGE MAX)	ASSESSMENT OF THE SERVICE PROVIDER'S UNDERSTANDING OF THE ASSIGNMENT, PROPOSED METHODOLOGY, STAKEHOLDER ENGAGEMENT PLAN, TOOLS, AND REALISM OF THE WORK PLAN. Evaluation will consider: - Understanding of the ToR: Clear understanding of the objectives, scope, deliverables, and programme context. - Proposed Methodology: Logical and structured approach to risk assessment, protocol development, tool design, and training, aligned to best practice. - Stakeholder Engagement: Clear plan for consulting key stakeholders through interviews, workshops, or validation sessions. - Tools and Frameworks: Practical and user-friendly tools to support implementation.	15

	Contextual Relevance: Approach tailored to a multi-district public health programme serving vulnerable populations. 0 Points = Inadequate, Poor understanding of the assignment. Methodology unclear, unrealistic, or not aligned to the ToR. 5 Points = Weak, Basic understanding shown. Methodology partially aligned but lacks detail, practicality, or contextual relevance. 10 Points = Satisfactory, Clear understanding of the assignment. Methodology is logical, feasible, and aligned to the ToR, with adequate detail. 15 Points = Strong / Excellent, Comprehensive and innovative methodology. Clear stakeholder engagement strategy, realistic timelines, and well-designed tools. Demonstrates strong contextual understanding and practical implementation approach.	
Work Plan & Feasibility	ASSESSMENT OF REALISTIC TIMELINE, DELIVERABLE SEQUENCING, ALLOCATION OF RESPONSIBILITIES, PRACTICALITY: - A feasible timeline with adequate time allocated for consultations, drafting, review, revisions, and training delivery. - Logical sequencing and interdependence of activities. - Clear allocation of roles and responsibilities within the proposed team. - A structured stakeholder engagement approach, including consultations and validation processes. - Practicality within the operational context of a multi-district programme. - Identification of potential risks and appropriate mitigation measures. - Built-in quality assurance mechanisms, including review and validation stages prior to final submission 0 points = Unrealistic or poorly structured timeline 5 points = Generally feasible but lacks detail 10 points = Clear and realistic work plan highly practical, well-sequenced, and clearly resourced	10
Organizational Capacity & References	INSTITUTIONAL TRACK RECORD, AVAILABILITY OF RESOURCES, QUALITY OF REFERENCES: - Institutional Track Record: Demonstrated experience in delivering similar assignments (e.g., crisis management, safeguarding frameworks, protocol development) within public health, NGO, or vulnerable population contexts. - Availability of Resources: Adequacy of human resources, technical expertise, administrative support, and operational systems required to implement the assignment within the stipulated timeframe. - Quality and Relevance of References: Strength, credibility, and relevance of references from previous clients for comparable work, including evidence of satisfactory performance and successful completion of deliverables. (2 References requested) 0 points = Limited institutional capacity; weak references 5 points = Adequate capacities; satisfactory references 10 points = Strong institutional experience; good references (Extensive proven track record; strong documented performance)	10
Detailed Quotation	LINKING THE QUOTATION TO THE APPROACHED AND UNDERSTANDING OF PROJECT AS WELL AS THE REALISTIC/RATIONAL COSTING 0 points = Budget unrealistic or poorly justified 5 points = Budget reasonable but limited cost justification 10 points = Cost aligned to scope, reasonable justification 15 points = Strong cost-effectiveness; well-justified and efficient	15
TOTAL		70
TOTAL TECHNICAL EVALUATION TO ACCOUNT FOR 70% OF OVERALL SCORE		

14. THE THIRD STAGE: PRICE EVALUATION

Bidder who has successfully met all the Administrative and Technical Evaluation on Stage 1 and Stage 2 will be further evaluated in stage 3 (Price). Price scoring will be calculated using the formula indicated below in Table 4.

TABLE 4: PRICE EVALUATION

PRICE	SCORE (MAX 30%)
Shortlisted service providers demonstrate exceptional capability to meet the requirement supported by evidence will be assessed with the 70/30 Point System. A maximum of 30 points is allocated for price on the following basis: PRICE EVALUATION ASSESSMENT - The calculation formula for price points will be conducted as follows: $PS = (P_{min}/P_t) \times P$ Where: - PS = Price Score - Pt = Price of the tender/offer under evaluation - Pmin = Lowest acceptable tender/offer. - Points scored will be rounded off to the nearest 2 decimal places - P = Maximum points Example - P = Maximum points to be obtained is 30. - Pt = Price of the tender/offer under evaluation, for example ABC Inc. quoted R520 000.00. - Pmin = Price of lowest acceptable tender/offer, for example Jane Wesson Inc. quoted R430 000. $PS = (430\ 000/520\ 000) \times 30$ $PS = 24.81 \text{ scored out of 30 for ABC Inc.}$	30%
TOTAL PRICING SCORE OUT OF 30%	
	30%

For applicants who satisfy the administrative requirements, the weighting of the overall score is as follows:

SCORING MATRIX	
Technical Evaluation Score	70%
Price	30%
TOTAL	100%

15. APPLICATION INSTRUCTIONS

All applicants are required to:

- Only email-submitted applications will be considered.
- Mark their applications with **“Application – Crisis Response – Name of Organisation – BID Reference Number”** in the email subject line.
- Should the application submission be too big for one email, applicants must submit batches as detailed below until all batches are submitted:
 - “Batch 1 - Application – **Crisis Response** – Name of Organisation – BID Reference Number”
 - “Batch 2 - Application – **Crisis Response** – Name of Organisation – BID Reference Number”

16. AWARDING OF CONTRACT

CCI reserves the right to:

- Verify all information submitted
- Contact references
- Cancel or amend the RFQ
- Negotiate with the preferred bidder
- Reject bids affected by conflict of interest, misrepresentation, or non-compliance

- These Terms of Reference do not commit CCI to award, nor does it commit CCI to pay any cost incurred in the submission of the proposal, or in making necessary studies or designs for the preparation thereof, nor procure or contract for services or supplies. Further, no reimbursable cost may be incurred in anticipation of a contract award.

17. KEY DATES

The deadline for the submission of a fully completed application, including all relevant attachments, is the 25th of August 2026 (16h00: SAST). The key dates for the application process are shown in the table below.

STAGE	DATE / PERIOD
1. Publication of the Request for Quotations	6 th of August 2026
2. Deadline for questions and request for information. Such must be directed to TORenquiries@ccisa.org.za	18 th of August 2026 (14h00: SAST)
3. Deadline for submitting applications. No late applications will be accepted. RFA@ccisa.org.za	26 th of August 2026 (16h00: SAST)
4. Evaluation period (indicative) during which additional details may be requested.	27 th August to September 2026