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Request for Quotations (RFQ)

Terms of Reference (ToR)

Appointment of a Service Provider to facilitate a capacity building workshop on governance and leadership skills for Community-Based Organizations responsible for facilitating demand creation activities for various key and vulnerable populations to increase access to Global Fund Programmes implemented across communities.

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

Closing Date: 20 October 2026, 16h00: SAST

BID REFERENCE NUMBER: CCI_GF_RFQ_0110_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.
- Any relevant queries and or questions to be submitted to TOEnquiries@ccisa.org.za not later than the **15th of October 2026 (14h00)**, and answers to frequently asked questions will be posted on the CCI website www.ccisa.org.za
- **All applications and or enquiries must contain the BID REFERENCE in the subject line.**
- Any changes to this RFQ and any related documents or information will be published on the CCI website. Please check the CCI website regularly.

Table of Contents

INTRODUCTION AND BACKGROUND	3
PROGRAMME OVERVIEW & CAPACITY BUILDING PACKAGE	3
PURPOSE OF THE CAPACITY BUILDING AND LEADERSHIP DEVELOPMENT	3
SCOPE OF WORK.....	4
PROJECT DELIVERABLES AND TIMELINES	4
DURATION.....	5
REPORTING AND SUPERVISION	5
REQUIRED QUALIFICATIONS AND EXPERIENCE	5
PROPOSAL SUBMISSION REQUIREMENTS.....	6
INSTITUTIONAL AND LOGISTICAL ARRANGEMENTS FOR THE SERVICE PROVIDER	6
EVALUATION PROCESS AND CRITERIA	6
THE FIRST STAGE: ADMINISTRATIVE REQUIREMENTS	7
THE SECOND STAGE: TECHNICAL EVALUATION	8
THE THIRD STAGE: PRICE EVALUATION	10
APPLICATION INSTRUCTIONS	10
KEY DATES	11

INTRODUCTION AND BACKGROUND

The South African Global Fund Country Coordinating Mechanism (GF CCM) is responsible for overseeing the implementation of Human Immunodeficiency Virus (HIV) and Tuberculosis (TB) programmes funded by the Global Fund to fight Acquired Immune Deficiency Syndrome (AIDS), TB, and Malaria in the country. The GF CCM determines the content of the programming guided by the submitted South Africa's (SA) Request for Funding (RFF), the National HIV, TB and STI Strategic Plan (2023 – 2028), the modular framework, the budget envelope, and the output and outcome indicators and targets. The GF CCM has selected the Centre for Community Impact (CCI) as one of the Principal Recipients (PRs) that are now leading implementation of programmes funded by the grant in SA, effective from the 1st of October 2025, until 31st of March 2028, a 30-month programme implementation period, referred to as Grant Cycle 7 (GC7).

CCI is the lead PR implementing the Prevention Package for Sex Workers, their Children, their Clients and Other Sexual Partners program in 8 provinces in South Africa. The organisation is also leading the implementation of the Reducing Human Rights-related Barriers to HIV/TB services in the Country as well as coordinating Community Systems Strengthening interventions in North West, Free State and Mpumalanga Provinces. CCI is the sole PR that facilitates implementation of Community Led Monitoring across all the 31 GF supported Districts accordingly and CCI is leading on Reducing Human Rights-related Barriers to HIV/TB Services.

PROGRAMME OVERVIEW & CAPACITY BUILDING PACKAGE

CSS (Community Systems Strengthening) refers to interventions that support the development and reinforcement of informed, capable, coordinated and sustainable structures, mechanisms, processes and actors through which community members, organisations and groups interact, coordinate and deliver their responses to the challenges and needs affecting their communities.

CSS module under Global Fund aims to strengthen community systems to ensure that communities organize effectively, lead social mobilization and advocacy, influence health policy and service delivery, improve accountability and responsiveness of health systems and support equitable access to quality HIV and TB services. The CSS programme aligns with Goals 1– 4 of the National Strategic Plan on HIV, TB, and STIs (2023-2028) with particular emphasis on community leadership and governance, social accountability, monitoring and feedback mechanisms, community mobilization and demand generation, strengthening CBO capacity and sustainability and enhancing the role of communities in HIV/TB prevention, linkage, treatment and retention. Whilst the Global Fund recognizes that a wide range of community systems strengthening interventions can play an important role in a country's response to HIV, TB and Malaria, as well as health in general, for Grant Cycle 7 (GC7) Global Fund prioritizes funding for the following interventions i.e. Social Mobilization, building community linkages and coordination; Community-led monitoring and **Capacity Building and Leadership Development**.

The Capacity Building and Leadership Development is done through the contracting of community-based organisations (CBO) that will receive a package of support including needs-based trainings to implement key health programs, needs based trainings targeting organizational management and leadership and a “grant” to support core allowances for the organization to conduct identified demand creation activities.

PURPOSE OF THE CAPACITY BUILDING AND LEADERSHIP DEVELOPMENT

The focus of the capacity building and leadership development intervention will be to strengthen the CBOs' technical competence, managerial skills and enhancing technical and programmatic skills and knowledge of individuals within the organisations to support service delivery for key populations.

Capacity Building and Leadership Development Approach

The organisational capacity building and leadership development approach will be at four levels:

1. **Institutional capacity:** this includes supporting the organisations with needs-based trainings to aid in development of strategy, governance and policy documents such as human resource policies, resource mobilization strategies and social dialogue strategies etc.
2. **Knowledge and skills:** develop technical and programmatic skills and knowledge of individuals within the organisations to deliver high-quality integrated community-led and community-based health services, (HTS, HIV and TB Prevention, TB screening, integrated adherence support and stigma reduction and social dialogues, community mobilization and awareness, identification of Human Rights Violations (HRV), referrals and linkages).
3. **Influencing ability of organisations:** enhance the organisation's ability to form partnerships, be part of local advocacy campaigns and joint planning at different levels.
4. **Adaptive capacity of organisations:** focuses on the organisation's ability to review current operations and models and to investigate new ones, stay relevant and remain sustainable over time.

SCOPE OF WORK

CCI seeks to appoint a qualified service provider to design and implement a structured programme of centralised capacity building workshop on governance and leadership training. The envisaged workshop is aimed at strengthening understanding of board and management roles, fiduciary duties, accountability, ethical leadership, strategic planning, risk management, decision-making, conflict-of-interest management, board meetings, succession and organisational sustainability.

The service provider is expected to customise a programme management module to train participants on needs-based programme design, work planning, budgeting for activities, target setting, implementation tracking, quality assurance, stakeholder coordination and adaptive management.

Through a service delivery module, the service provider will also build practical knowledge of community mobilisation, health literacy, demand creation, referral and linkage pathways, adherence and retention support, stigma reduction, identification and referral of human- rights violations, confidentiality, and coordination with district and key-population service providers. Specifically, the service provider will:

1. Review the organisational capacity gaps report to develop the training programme and learning outcomes.
2. Customise an already existing training material to develop a context- specific, practical curriculum, presentation slides, exercises, case studies, templates and reference materials suited to community-based organisations delivering integrated health services.
3. Facilitate participatory centralised workshop using adult -learning methods, practical demonstrations, group work, role plays and organisation-specific exercises, maintain attendance records and provide all approved training materials.
4. Consolidate the training process, participation, results, emerging capacity gaps, recommendations an submit editable and final copies of materials and tools to CCI.

PROJECT DELIVERABLES AND TIMELINES

The assignment shall be completed within **15 consecutive project days** from 18th November 2026 to 8th December 2026. The successful service provider will be responsible for the following tasks and deliverables within the timelines indicated:

SCOPE AREA	KEY ACTIVITY	DELIVERABLES	TIMELINES
Planning and preparation	Review the organisational capacity gaps report to develop the training programme and learning outcomes.	• Inception report and detailed workplan aligned to activity timelines. • Draft training programme with learning outcomes	November 2026

Workshop material development	Develop a context- specific, practical curriculum, presentation slides, exercises, case studies, templates and reference materials suited to community-based organisations delivering integrated health services	• CCI-approved curriculum; • Facilitator guide; • Participant pack; • Practical tools and templates.	November 2026
Training delivery and facilitation	Facilitate a 5-day centralised capacity building workshop on customised governance and leadership, programme management, service delivery modules.	• Completed training sessions; • Attendance registers; • Distributed participant materials.	November 2026
Final reporting and handover	Consolidate the training process, participation, results, emerging capacity gaps, recommendations and required follow-up support	Final training report; recommendations and follow-up plan; complete electronic handover pack.	December 2026

DURATION

The project is expected to run for 15 days between 18th November and 8th of December 2026.

Timelines

Implementation and deliverables dates shall be based on the agreed-upon timelines at the inception meeting with the service provider. The service provider shall submit an inception report with a final detailed workplan agreed upon at the inception meeting.

Payment

Payment will be made according to an agreed payment schedule and upon approved deliverables submitted.

REPORTING AND SUPERVISION

The Contracted Service provider will report to the CCI Community Systems Strengthening Technical Lead or designated focal point.

REQUIRED QUALIFICATIONS AND EXPERIENCE

The service provider should have the following minimum requirements and experience in its team of facilitators:

- A minimum bachelor's degree Level 8 qualification in organisational development, business or public management, governance, development studies, public health, social sciences, programme management or a closely related field. A master's degree will be an advantage.
- A recognised qualification or certification in adult education, training facilitation, training-of-trainers, learning programme design, assessment or moderation will be an advantage.
- At least five years' relevant professional experience in organisational capacity strengthening, institutional development, governance, leadership, programme management or community-based health and development programmes.
- Demonstrated experience designing, customising and facilitating participatory adult-learning workshops for boards, managers and staff of community-based organisations, non-profit organisations or civil-society organisations.
- Sound understanding of South Africa's community and public-health environment, including the operating realities of CBOs and the requirements of donor-funded programmes. Experience with Global Fund-supported programmes or comparable grants will be an advantage.
- Recently undertaken a similar assignment would be an added advantage.

PROPOSAL SUBMISSION REQUIREMENTS

Interested applicants can apply as an individual, a team or company; and are invited to submit a proposal consisting of all administrative requirements (**see annexures required**) including the following:

- Technical proposal (max 2 pages) demonstrating understanding of the assignment, proposed facilitation approach, division of time across the three modules, workplan, timeline detailing key activities and deliverables.
- Detailed CV of the consultant or lead facilitator, highlighting relevant qualifications, assignments and module-specific expertise.
- Certified copies of relevant academic and professional qualifications.
- Evidence of at least two comparable assignments/reports completed within the past five years with contactable reference details.
- Financial proposal including daily rate and total cost (in ZAR). The service provider is expected to submit at least a detailed quotation that includes a daily rate.

INSTITUTIONAL AND LOGISTICAL ARRANGEMENTS FOR THE SERVICE PROVIDER

- CCI will provide full conferencing (venue hire and catering), travel and accommodation for all Service Providers and participants. The Service Provider should not include in their quotation.
- CCI will cover printing costs for all the workshop stationery and handouts. The service provider should not include these in their quote, but the selected Service Provider will be requested to submit a full list with final quantities for CCI to approve after the inception meeting.
- Training dates and other meeting dates will be negotiated between the service provider and CCI team to ensure timeous planning and coordination by of the workshop.
- The service provider is expected to provide their own work tools (laptop, cell phone, airtime /data, and other basic work tools related to the activity).

EVALUATION PROCESS AND CRITERIA

The evaluation of submissions and the appointment of the successful service provider will be managed by CCI.

The evaluation process will be conducted in stages as follows:

STAGES	EVALUATION PROCESS
FIRST STAGE	• This stage assesses compliance with ADMINISTRATIVE REQUIREMENTS. • All applicants MUST submit all the mandatory documents that are applicable to a company or a team, and all submissions must be LABELLED as indicated in Table 1 below. <i>Applicants who fail to submit the applicable administrative requirements will not be evaluated further.</i>
SECOND STAGE	• This stage of the evaluation process assesses TECHNICAL COMPETENCE focusing on the ability to fulfil the requirements based on the scope of work. • Proposal quality, experience, and methodology. Supporting documents will be scored. The technical evaluation breakdown is outlined in Table 2.
THIRD STAGE	• This final stage will evaluate the cost-effectiveness and value for money aspects of all proposals. Proposals will be scored, within effectiveness and efficiency of the cheapest maximum score and highest technical quality. • NOTE: <i>CCI is not obligated to prioritise costing over technical integrity of the applicant, and as such will not automatically select the lowest application.</i>

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

THE FIRST STAGE: ADMINISTRATIVE REQUIREMENTS

Applicants MUST submit all the mandatory documents below and all LABELLED as indicated in Table 1 below. Applicants that fail to submit the administrative requirements will not be evaluated further.

TABLE 1: ADMINISTRATIVE DOCUMENTATION

ANNEXTURE	DESCRIPTION
Annexure 1 *	Motivation / Cover Letter – – This must show understanding of the assignment and interest in supporting this activity. – (Include reference number and full contact details, dated and signed by the Service Provider).
Annexure 2 *	Declaration 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	VAT Registration Certificate
Annexure 7 *	Valid B-BBEE certificate/Sworn Affidavit <i>(If applying as a company otherwise N/A if applying as an individual)</i>
Annexure 8 *	List of the Project Team with abridged CVs and their roles and responsibilities in the Project
Annexure 9 *	Technical Proposal and Workplan – Outlining proposed facilitation approach, division of time across the three modules detailing key activities and deliverables. (Maximum 2 pages)
Annexure 10 *	Detailed cost proposal – Professional fees (daily rate) (1-page). – REFER TO THE PRICING SCHEDULE TEMPLATE BELOW.
Annexure 11	– List of current and completed assignments (past 10 years) – 1 Page. – Minimum of three (3) Reference Letters on similar work (within the last 5 years). – Minimum of two (2) reports of similar work done in the past five (5) years.

Please note:

- i Documents marked with asterisk* are **MANDATORY AS APPLICABLE.**
- ii Documents are valid only if obtained /certified within 6 months of the closing date.

PRICING SCHEDULE TEMPLATE

NB: All bidders are required to complete the pricing schedule as per the format below as this will be used for evaluation purposes:

Deliverable	Description	Unit (e.g. Days)	Cost (e.g. Daily Rate)	Total (ZAR)
Workshop material development	Inception report and detailed workplan aligned to activity timelines with a draft training programme with learning outcomes			
Training delivery and facilitation	Planned days for the activity to include sub-tasks			
Final reporting and handover	Sub-task 1			
Workshop material development	Sub-task 1			
	Sub-task 2			

	Sub-Total	
	VAT (if applicable)	
	Total	

THE SECOND STAGE: TECHNICAL EVALUATION

TABLE 2: TECHNICAL EVALUATION

CRITERIA	DESCRIPTION	SCORE WEIGHTING
Motivation / Cover Letter	MOTIVATION LETTER WITH FULL CONTACT DETAILS, DATED, AND SIGNED. 0 points = No motivation letter submitted 2 points = Motivation letter submitted with major reservations. No contact details; not dated; not signed and content is not justifying interest in providing the service. 4 points = Motivation letter submitted with minor reservations. Has contact details; it is not dated and/or not signed, but it is on a letter head, and content justifies that the service provider is suitable and interested in providing the service. 5 points = Motivation letter submitted with no reservations. Has contact details; it is dated; it is signed and it is on a letter head or written as a formal letter; and content justifies that the service provider is highly interested in providing the services and shows their track record.	5
Technical Proposal and Workplan Plan	DETAILED PROPOSAL THAT DESCRIBES THE TECHNICAL APPROACH, METHODOLOGY AND WORKPLAN. 0 points = No technical proposal submitted. No clear methodology or workplan presented. 10 points = Training methodology not aligned to the scope of work, unclear methodology that does not fully describe the full scope on how the activity will be implemented and no workplan as per the requirements of the TOR. The proposition largely mirrors required activities, with limited differentiation, innovation, or added benefit to programme quality or outcomes 25 points = Satisfies the requirement partially with some reservations regarding clear conceptual approach, some irrelevant methodology not fully explained and unclear workplan that does not fully detail processes and responsible persons working together to implement the tasks in the scope of work. Proposal meets core requirements, but this is limited in scope or depth and may lead to additional costs to CCI. Additional elements are relevant but not well articulated. 30 points = Satisfies the requirement. Service provider demonstrated satisfactory conceptual clarity and approach that substantially aligns with the scope of work. The methodology and scope of work is explained with minimal vague and unclear details. The implementation plan lacks some crucial information. Proposal offers clear and enhances delivery and outcomes. The proposal includes strong complementary elements that add significant value beyond core requirements. 40 points = Satisfies the requirement with additional benefits. The service provider demonstrated clear understanding of the scope of work and provided a comprehensive technical proposal with clear training approach, that flows logically, detailed methodology and fully detailed implementation plan with all details on key activities, milestones, responsible persons, timelines. Demonstrates innovation, strong strategic insight, and additional benefits that go well beyond the requirements in this	40

CRITERIA	DESCRIPTION	SCORE WEIGHTING
	TOR, without compromising focus. Clear evidence of leadership, systems thinking, and long-term contribution.	
Technical Expertise	CURRICULUM VITAE (CV) OF THE PROPOSED PROJECT TEAM (REVIEW QUALIFICATIONS AND RELEVANCE TO THE EXPERIENCE REQUIRED IN THE SOW) • 0 points = No CVs submitted. • 3 points = Satisfies the requirement with major reservations regarding the relevance of the qualifications and experience of the team's ability to meet the requirements of the scope of work, with little or no evidence to support the response. • 5 points = Satisfies the requirement partially. Minimum of 5 years of experience doing related work though not quite similar. Team unable to co-facilitate with the CCI team on health service delivery module compromising the intended outcomes according to the SOW requirements. • 8 points = Some team members have minimum Bachelor's Degree relevant to the requirements in the SOW and minimum of 5 years' experience doing similar work. • 10 points = Satisfies the requirement with additional benefits fully and exceptionally. All team members have Bachelor's Degree or higher qualifications and extensive experience of more than 5 years doing similar work in different settings. The service provider demonstrates adequate team abilities to meet the requirements of the scope for work. All team members' qualifications and experience are adequate and will add value to ensure full capability to fully conceptualise, implemented and document all aspects of this activity.	10
Past and or present Project list (10 years) and three references in past 5 years	LIST OF PREVIOUS PROJECTS AND REFERENCES • 0 points = No list submitted, no references. • 3 points = List submitted but projects not relevant to the SOW; 1 reference letter submitted. • 5 points = List submitted and some projects are relevant to the SOW but older than 5 years; 2 reference letters submitted but not well aligned to the SOW. • 8 points = List submitted and most projects are aligned and relevant to the SOW within 5 years; 3 reference letters submitted and aligned to the TOR. • 10 points = Satisfies the requirement with additional benefits fully and exceptionally. List is fully aligned and shows exceptional examples of doing similar work with some projects more recently completed within 5 years. Three reference letters for work done in the past 5 years submitted and all well aligned to the TOR.	10
Project reporting experience.	MINIMUM TWO (2) SAMPLES OF PREVIOUS WORK AND OR REPORTS SIMILAR TO THIS ASSIGNMENT • 0 points = No previous work and/or reports submitted. • 2 points = 1 report and/or previous work submitted but not relevant to the scope of work. • 4 points = 1 report or previous work submitted and relevant to the SOW in the last 5 years. • 5 points = 2 or more reports of previous work submitted and relevant to the SOW in the last 5 years	5
TOTAL		70

THE THIRD STAGE: PRICE EVALUATION

Bidder whom have 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 3.

TABLE 3: 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%

APPLICATION INSTRUCTIONS

All applicants are required to:

- Note that only email-submitted applications will be considered.
- Mark their applications with "Application – Capacity Building Workshop – Name of provider – 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 – Capacity Building Workshop – Name of Provider – BID Reference Number"
 - "Batch 2 - Application – Capacity Building Workshop – Name of Provider – BID Reference Number"

KEY DATES

The deadline for the submission of a fully completed application, including all relevant attachments, is the 20th of September 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 October 2026
2. Deadline for questions and request for information. Such must be directed to TOenquiries@ccisa.org.za (No telephone enquiries)	15 th October 2026 (14h00 SAST)
3. Deadline for submitting applications. No late applications will be accepted. RFA@ccisa.org.za	20 th October 2026 (16h00 SAST)
4. Application Evaluation Period (indicative) during which additional details may be requested.	19 th October 2026