

TERMS OF REFERENCE

Terms of Reference for Suitable Service Providers

REQUEST FOR PROPOSALS / September 2022

SUMMARY	
Title	Terms of Reference for Service Provider (SP) to Conduct Organizational Capacity Assessments (OCAs) for Civil Society Organizations in the Eastern Cape, Limpopo, and Free State provinces
Reference	BZ 01_CRS_018-2022
Description (<i>Summary for website - 100 words max</i>)	BZ seeks to appoint competent and experienced Service Provider to conduct Organizational Capacity Assessments (OCAs) for about 170 Civil Society Organizations in Eastern Cape, Limpopo, and Free State.
Submission by email only to	crs-procurement@beyondzero.org.za
Technical Queries by email	crs-procurement@beyondzero.org.za Not later than: 07 September 2022
Submission must include	<ol style="list-style-type: none"> 1. CIPC Registration Document 2. SARS tax clearance certificate/Tax Compliance Letter 3. VAT Registration Certificate or VAT Registration Letter ("VALUE ADDED TAX Notice of Registration") available on e-Filing for all expenditure more than R50 000 4. B-BBEE certificate (<i>Failure on the part of a bidder to submit proof of B-BBEE Status level of contributor/Valid Sworn Affidavit together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.</i>) 5. Signed Global Fund Code of Conduct for Suppliers of Services 6. Completed and Signed Declaration of Interest 7. One (1) sample of previous work completed that is relevant to this activity in a form of a report or Cat Tool. 8. One (1) reference letter from a previous client 9. Proposal (paragraph 7 Response Requirements) 10. Pricing Proposal
Closing date and time	21 September 2022 @13h00

1. PURPOSE

- 1.1 Beyond Zero (BZ) seeks to appoint a Service Provider to conduct Organizational Capacity Assessments (OCAs) for about 170 Civil Society Organizations (CSO's) in Eastern Cape, Limpopo and Free State provinces over a period of thirty six (36) months.
- 1.2 The overall purpose of the required services is to assess sustainable organizational capacity for about 170 CSOs by analysing organizational capacity gaps identified through the capacity assessment tool, which will be provided by Beyond Zero.

2. BACKGROUND INFORMATION

Beyond Zero is one (1) of four (4) PRs of funding support by the Global Fund for AIDS, TB, and Malaria in South Africa to lead and provide strategic management, oversight, monitoring, and evaluation the day-to-day implementation of the Global Fund grant for the period April 2022 until March 2025. Beyond Zero is implementing interventions that address the AIDS and TB epidemics in South Africa and focuses more specifically on the Prevention programs for Adolescent Girls and Young Women (AGYW), in and out of school; Comprehensive prevention programs for Men who have sex with other Men (MSM); Comprehensive prevention programs for Transgender (TG) people, and Community Systems Strengthening (CSS) programmes.

The CSS Programme provides an opportunity for Civil Society Organizations (CSO) to benefit from capacity building and mentorship. CSOs contribute to achieving development goals through advocacy, social mobilisation, and provision of health services. They play a critical role in providing prevention, treatment, care, and support services particularly to key, vulnerable and hard to reach populations. CSO programme is a key component of Global Fund grants; however, CSOs face technical and governance capacity challenges in grant utilisation leading to missed opportunities for improving health at community level. Capacity Building, which includes, Training, Coaching and ongoing Mentoring support is a key component of this grant.

To this effect, Beyond Zero has an obligation to provide capacity building support to CSOs that are led or work closely with people with TB, People Living with HIV (PLHIV), key populations sex workers, MSM, People Who Inject Drugs (PWID), and TG as well as vulnerable groups (Adolescent and Young People (AYP), with the objective to build their capacity to manage, implement, report, monitor and evaluate quality combination prevention and linkage to care for HIV and TB programs, including support to increase their resource mobilization capacity as part of the CRS Programme.

3. OVERVIEW OF REQUIREMENTS

3.1 To fulfil this role entrusted as part of the CSS programme, Beyond Zero requires a suitable and experienced service provider to undertake the Organizational Capacity Assessments (OCAs) of about 170 identified CSOs located and operating in the sub-districts outlined in the table below, in the Eastern Cape, Free State and Limpopo Provinces (***estimated 12 per district***);

PROVINCE	SUB-DISTRICT
Eastern Cape Province	<ul style="list-style-type: none">• Alfred Nzo• OR Tambo• Buffalo City Municipality• Nelson Mandela Bay• Amathole
Limpopo Province	<ul style="list-style-type: none">• Capricorn• Sekhukhune• Mopani• Waterberg• Vhembe
Free State Province	<ul style="list-style-type: none">• Thabo- Mofutsanyana• Mangaung• Lejweleputswa

Table 1: Districts where OCAs will be conducted

3.2 Before embarking on training and mentoring, Beyond Zero is expected to conduct organisational capacity assessments of all potential CSOs, to ascertain their capacity gaps and needs which will subsequently lead to the development of capacity building plans for each selected CSO.

3.3 The Capacity building assessment are Capacity Baseline Assessments of CSOs that serve as organizational capacity baseline assessments.

3.4 To perform the assessment, a standardized capacity assessment tool (CAT) is used by Beyond Zero to assess the baseline capacity development areas for organisations. The CAT has ten (10) capacity domains that are assessed with several elements within each domain that constitutes best practice within the civil society sphere. The programmatic capacity building needs in the domains listed below:-

- a) Governance, Leadership and Strategy;
- b) Human Resources Management;
- c) Financial Management;
- d) Administrative Capacity;

- e) Community Linkages and Networks;
- f) Sustainability;
- g) Monitoring, Evaluation, Learning and Reporting (MELR);
- h) Communication and Marketing;
- i) Health Products and Services; and
- j) Programme Capacity.

3.5 The CAT scores organizations according to their level of functioning, (1) developing, (2) maturing and (3) well-functioning with clear guidelines and evidence needed from organizations to progress from one (1) level to another. The results of the capacity assessments are used to inform programme decisions on capacity building needs.

3.6 The capacity assessments and the capacity development plans that will be formulated for identified gaps will inform Beyond Zero's of (1) training to be conducted, (2) coaching and (3) mentoring to be done for CSOs.

4. OBJECTIVES

4.1 The objective of the OCA is to identify the capacity needs of CSOs, and based on the findings of the assessments provide training, coaching and mentoring. Specifically, the assessment will:

- a) Assess, identify, categorise, and set priorities for capacity development interventions focusing on resource mobilization; program development, monitoring and evaluation, organizational skills, financial management, planning and reporting, results-based management, presentation skills, networking, and strategic planning for newly emerging CSOs.
- b) Assess and evaluate whether the CSOs have been engaged in capacity development processes and identify the methodologies used and lessons learned; Budget and human resource allocated; and Results obtained.
- c) Evaluate the current readiness, level of awareness and capacity of the CSOs for implementing recommended capacity development plans on identified priorities.
- d) Develop capacity development plan, which is easy to turn into action, including comprehensive programmes for training, coaching, and mentoring on prioritized thematic focuses that will enable to reach as many CSOs as possible.

5. SCOPE OF WORK

5.1 The successful service provider shall be expected to:

5.1.1 **Conduct an assessment using the Capacity Assessment Tool (CAT)** to provide an overview and analysis of the capacity, strengths and weaknesses across the 170 CSOs, and

to identify the main capacity gaps and demands. The Assessment should in particular, as far as possible, identify and analyse the main human and systemic capacity gaps (individual and organisational) and should highlight financial and physical asset deficiencies where necessary. The expected results should be well defined to analyse the dynamics that explain present capacity.

- 5.1.2 **Conduct three (3) assessments i.e. Baseline, Mid-Term and End Term assessments.** The Capacity Assessments should be participatory and consultative and aim to provide a diagnosis of current capacity of the 170 CSOs and track progress being made from OD support.
- 5.1.3 **Develop an action plan in a form of a capacity development plan for each organisation assessed.** Identify driving forces for change to ensure effectiveness of future capacity development efforts. Number of estimated CSOs to be assessed is 170 CSOs. The action plan for capacity building intervention should span to a maximum of 18 months. Training service providers will provide administrative capacity strengthening services and provide the associated technical skills required.
- 5.1.4 **Write a national report covering all three (3) provinces** with each provincial data with assessment findings presented and narrating the state of capacity of the 170 selected organisations.
- 5.2 The successful service provider will be expected to conduct the OCAs in two (2) phases, that is Cohort 1 and Cohort 2, with about 85 CSO's each, and a period of 18 months per Cohort.
- 5.3 The Cohorts will consist of CSO's from multiple sub-districts from the three (3) provinces.
- 5.4 It is anticipated that the successful service provider will be expected to conduct the OCAs for Cohort 1 over a period of eighteen (18) months starting in October 2022. Service providers must note that Beyond Zero has done baseline data collection for Cohort 1, therefore a bidder will analyse and evaluate the data collected and produce the Baseline reports.
- 5.5 Cohort 2 OCAs will be expected to start in January 2023 also shall be conducted over a period of 18 months.

6. DELIVERABLES

The service provider will be expected to deliver the following:

- 6.1 Project Inception report – detailing the service provider's overall approach, detailed project conceptual framework with detailed methodology, work plan, budget/financial costs, and internal capacity.
- 6.2 Produce comprehensive individual OCA reports for each CSO's with detailed findings and recommendations for each CSO highlighting the issues from the assessment. The reports

shall be drafted after each phase of the OCA that is the Baseline, Mid-term and End-term assessments.

- 6.3 Produce consolidated reports for each of the three (3) provinces and a consolidated report covering all the three (3) provinces upon conclusion of Baseline, Mid-term and End-term assessments.
- 6.4 Development of individual CSO capacity building action plans at Baseline, Mid-term and End-term allowing the CSO to review performance at different phases. Highlight organizational strengthening methods / approaches.
- 6.5 Facilitate a validation workshop with Beyond Zero and CSOs at end term assessment stage to review and agree on the final OCA results. The service provider will present the capacity needs assessment results. The service provider will also revise and finalise the report and capacity building action plans to incorporate the discussions and the agreements of the workshop.
- 6.6 Develop, organize and deliver one-on-one on-site / virtual feedback meeting to each CSO after the assessment for all the baseline, mid-term and end-term stages.
- 6.7 Document a minimum of 3 success stories per province on OD activities achievements.

7. BID RESPONSE REQUIREMENTS

- 7.1 Beyond Zero intends to contract service provider/s with suitable qualifications and extensive experience. A Service Provider with knowledge and experience in using the CAT such as the one developed by USAID/Global Fund is required.
- 7.2 The bidder must provide a team structure/organogram of the team members that will be servicing Beyond Zero, reflecting the years of experience and the languages. The team should include but not limited to the following, Project Lead, field technical staff, etc.
- 7.3 The team members in the different provinces must be conversant in the language spoken in those provinces.
- 7.4 As a minimum requirement the service provider must submit a minimum of one (1) written relevant contactable reference (contact name, position, contact number and email address) whereby Organisational Capacity Assessment was successfully executed. The reference letter must be in the client's company letterhead and must not be older than five (5) years.
- 7.5 Bidders must demonstrate their company experience or company director's experience by providing a list of projects that have been executed in the last five (5) years. The bidder must complete and submit Section I of the bid document in full and should clearly indicate either "company experience" or "director's experience". If any information on any given project, has been omitted such project may not be considered.

- 7.6 The bidder's proposed Project Lead(s) is required to have experience in leading similar projects and working with civil society organisations and / or on good governance issues within the public sector. The bidder must submit a brief CV(s) of the Project Lead(s) clearly showing the years of experience and also certified copy of their qualifications, not older than six (6) months
- 7.7 The proposed team must have relevant qualifications, skills and experience in similar projects and also working with civil society organisations. The bidder must submit CVs of at least three (3) of their key team members; and the CVs must clearly highlight qualifications, areas of experience/ competence relevant to the tasks and objectives of this project as outlined above. *The team members must have a degree in related fields such as: International Development, Social Sciences, Governance, Civil Society development, Community development and /or other related fields.*
- 7.8 Bidders must provide a detailed proposal of the methodology/ approach to be used to carry out the scope of work. Bidders should indicate their knowledge of the demonstration of how the bidder will deliver this project in line with the scope of work, include a detailed project plan with specific timeframes and deliverables, research methods, use of statistical software, data gathering and analysis, and reporting
- 7.9 Bidders must provide a breakdown of professional fees / cost structure for services to be rendered including equipment hire. Bidders must not include Travel and Accommodation fees as part of their costing as these will be covered by Beyond Zero.
- 7.10 The costing must be divided into Cohort 1 and Cohort 2, and bidders must consider that the collection of baseline data for Cohort 1 has already been undertaken by Beyond Zero. Furthermore, the costing must be at least reflect a breakdown for the Baseline, Mid-term and End-term milestones.
- 7.11 Bidders must submit at least one (1) sample of previous work completed that is relevant to this activity in a form of a report or Cat Tool.

8. EVALUATION CRITERIA

- 8.1 The evaluation of proposals will be managed by an Evaluation Committee which will prepare a shortlist of applicants that meet the eligibility for appointment. The evaluation process will be conducted according to the following stages:
- **Stage 1:** Assessment of administrative compliance with eligibility criteria. Applications that do not comply will not be evaluated further.

- **Stage 2:** Assessment on functionality/technical evaluation criteria competency focusing on the ability to fulfil the required scope of work. Service providers need to achieve a score of at least 70 out of 100 points to progress further.
- **Stage 3:** The final stage of evaluation will be the application of the preference points system price at 80 points and B-BBEE 20 points.

The weighting of the overall competence score is as follows:

8.2 ELIGIBILITY EVALUATION STAGE 1

Table 1: Eligibility evaluation Stages

CRITERIA	SUB-CRITERIA	Comply/Not Comply
	SARS Tax Clearance Status/pin	
	Certified ID Copies of the Directors	
	CIPC Registration Documents	
	In bids where consortia / joint ventures / sub-contractors are involved; each party must submit a separate proof of TCS / PIN	
	Valid BBB-EE Certificate (from SANAS Accredited Verification Agency)	
	Valid VAT registration certificate /Notice of Vat Registration for all expenditure more than R1 million	
	Bank account verification letter	
	Signed Global Fund Code of Conduct for Suppliers of Services	
	Completed and signed Declaration of Interest	
	At least one (1) sample of previous work completed that is relevant to this activity in a form of a report or Cat Tool.	
	At least one (1) written relevant contactable reference, in a client's letterhead detailing the work executed.	
	Proposal (paragraph 7 Response Requirements)	
	Costing Proposal/ Pricing Schedule	

8.3 FUNCTIONALITY/TECHNICAL EVALUATION CRITERIA

Only service providers who score **70 points** or more in stage 2 will be evaluated further in stage 3 and therefore eligible for the award.

Table 2: Functionality/technical Evaluation

Criteria	Description	Weighting
<p>Company /Directors Experience</p>	<p>The bidder must demonstrate their company experience or company directors by providing a list of projects that have been executed in the last five (5) years. The bidder must complete and submit Section I of the bid document in full and should clearly indicate “company experience” or “director’s experience”. If any information on any given project, has been omitted such project may not be considered.</p> <p>Scoring Matrix:</p> <p>More than three (3) similar project executed in the last five (5) years = 25 points</p> <p>Three (3) similar project executed in the last five (5) years = 20 points</p> <p>Two (2) similar project executed in the last five (5) years = 15 points</p> <p>One (1) similar project executed in the last five (5) years = 10 points</p> <p>One (1) similar project executed in the last five (5) years = 0 points</p>	<p>25</p>
<p>Methodology and approach</p> <p>(Execution Plan / approach to deliver identified outputs/deliverables including delivery team structure)</p>	<p>The service provider must submit a methodology detailing operational plan with clear details to demonstrate understanding of assignment. An indication of the approach to carrying out the assignment,</p> <p>This must include the actual process on how the service would be provided, a provisional project plan with timelines. (i.e., delivery/collection points, frequency, turnaround time, etc.) including delivery team structure, communication and operational tools, reporting, etc.</p> <p>Scoring Matrix:</p> <p>Excellent: Satisfies the requirements The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full = 25 points</p> <p>Good: Satisfies the requirements. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled = 20 points</p>	<p>25</p>

Criteria	Description	Weighting
	<p>Acceptable: Satisfies the requirement. The response shows an acceptable level of understanding of the requirement and provides some satisfactory level of details on how the requirements will be fulfilled = 15 points</p> <p>Minor Reservations: Satisfies the requirement with minor reservations. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas = 10 points</p> <p>Unacceptable: Does not meet the requirement. Does not comply and/or insufficient information provided = 0 points</p>	
<p>Resources Qualifications and Experience</p>	<p>The Project Lead have a qualification in in healthcare studies or International Development or Social Sciences or Governance or Civil Society development, Community development and /or other related fields.</p> <p>The bidder must provide proof of qualifications by attaching certified copies of qualifications for the Project Lead, not older than six (6) months.</p> <p>Scoring Matrix:</p> <p>Certified copy of master’s degree (SAQA NQF level 9) in the fields indicated above = 10 points</p> <p>Certified copy of honour’s degree (SAQA NQF level 8) in the fields indicated above = 7.5 points</p> <p>Certified copy of bachelor’s degree (SAQA NQF level 7) in the fields indicated above = 5 points</p> <p>Certified copy of National Diploma (SAQA NQF level 6) in the fields indicated above = 2.5 points</p> <p>Less than a diploma or no certified qualifications submitted = 0 points</p> <hr/> <p>Bidder must attach a brief Curriculum Vitae (CV) for the Project Lead role indicating relevant experience and proof of master’s degree in healthcare studies or International Development or Social Sciences or Governance or Civil Society development, Community development and /or other related fields.</p> <p>Scoring Matrix:</p> <p>Five (5) years’ relevant experience and more = 10 points</p> <p>Four (4) years’ relevant experience = 7.5 points</p>	<p>10</p> <hr/> <p>10</p>

Criteria	Description	Weighting
	<p>Three (3) years' relevant experience = 5 points Two (2) years' relevant experience = 2.5 points Less than two (2) years' experience = 0 points</p> <p>Bidder must attach a brief CV's for of at least three (3) of their key team members, indicating relevant experience and proof of degree in healthcare studies or International Development or Social Sciences or Governance or Civil Society development, Community development and /or other related fields.</p> <p>Note to Bidder: Certified copy not older than six (6) month of degree certificates (SAQA NQF 7) for each member in the fields specified above is a precondition, and failure to provide the proof may result in a bidder scoring zero for this criterion.</p> <p>Scoring Matrix: Four (4) years' relevant experience and more = 20 points Three (3) years' relevant experience = 15 points Two (2) years' relevant experience = 10 points One (1) year relevant experience = 5 points Less than one (1) year experience = 0 points</p>	20
Report or Cat Tool	<p>At least one (1) sample of previous work completed in any of the targeted provinces that is relevant to this activity in a form of a report or Cat Tool as proof of operational footprint in one or more of the targeted provinces.</p> <p>Scoring Matrix: Report or Cat Tool in all three (3) provinces = 10 points Report or Cat Tool in two (2) provinces = 7.5 points Report or Cat Tool in one (1) province = 5 points No report or Cat Tool provided = 0 points</p>	10
	<p>The minimum qualifying score for functionality/technical evaluation will be 70 points overall, and service providers that fail to achieve the minimum qualifying score will be disqualified.</p>	100

Bidders obtaining a minimum of at least 70 out of 100 points of the technical competency requirements will be evaluated further on Price & BBEE.

8.4 PRICE AND B-BBEE EVALUATION

Service Providers that have successfully met all the eligibility requirements on stage 1 will be evaluation on stage 2 (Price and B-BBEE). It is recognised that it is difficult for a prospective service provider to be firm about the extent of the work based solely on the terms of reference. However, to assist with assessments, a service provider will be provided with scenarios in the pricing schedule for evaluation purposes whilst a rate card will be provided and must be completed to be used during delivery of the services.

NB: Service Providers should note that the scenarios provided below are for the purposes of evaluation of the tender and a rate card unit price will be used during execution of the services. The service providers' tender response will be evaluated based on a combination of price and BBEE in accordance with the ratios set out below:

Price and B-BBEE	Weighting
Price	80
B-BBEE	20
Total	100

Price evaluations will be conducted using the following formula:

$$\text{Lowest bid price} = 80$$

$$\text{Price under calculation} = 80 \left(1 - \frac{\text{Price under consideration} - \text{Lowest bid price}}{\text{Lowest bid price}} \right)$$

BBEE evaluations will be conducted in accordance with the following table:

B-BBEE Status	Number of Points (80/20 system)
Level 1	20
Level 2	18
Level 3	12
Level 4	10
Level 5	8

B-BBEE Status	Number of Points (80/20 system)
Level 6	6
Level 7	4
Level 8	1
Non-compliant	0