



BeyondZero

a partner in public health transformation

Global Fund Grant

1 April 2022 to 31 March 2025

Request for Proposals

Module 4: Community Systems Strengthening – (CSS)

Capacity Building Programme

Global Fund Grant Period: April 1st, 2022 – March 31st, 2025

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ABBREVIATIONS/ACRONYMS

AGYW	Adolescent Girls and Young Women
AIDS	Acquired Immune Deficiency Syndrome
ART	Anti-Retroviral Therapy
AYP	Adolescence and Young People
BZ	Beyond Zero
CBO	Community Based Organisation
CCM	Country Coordinating Mechanism
CLM	Community-Led Mobilization
CSS	Community Systems Strengthening
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organisation
DBE	Department of Basic Education
DOH	Department of Health
GBV	Gender Based Violence
GF	The Global Fund
HTS	HIV Testing Services
HIV	Human Immunodeficiency Virus
IEC	Information, Education, Communication
KVP	Key Vulnerable Populations
LFA	Local Funding Agent
M&E	Monitoring and Evaluation
MSM	Men who have sex with Men
NSP	National Strategic Plan
PCA	Provincial Council for AIDS
PEP	Post-Exposure Prophylaxies
PR	Principal Recipient
PrEP	Pre-Exposure Prophylaxies
QA	Quality Assurance
RFA	Request for Application
RTQII	Rapid Testing Quality Improvement Initiative
SAPS	South African Police Services
SAW	Social Auxiliary Worker

SW	Sex Worker
TG	Transgender
TVET	Technical, Vocational, Education and Training
TOR	Terms of Reference

1. INTRODUCTION AND BACKGROUND

The South Africa Global Fund Country Coordinating Mechanism (GF CCM) is responsible for overseeing the implementation of HIV and TB programs funded by the Global Fund to Fight AIDS, TB, and Malaria (GF) in the country. The GF CCM determines the content of the programming, the budget envelope, and the output and outcome indicators and targets.

The GF CCM has selected Beyond Zero (BZ) as one of the 4 (four) Principal Recipients (PRs) that will implement programs to be funded by the grant. The GF CCM decided that a PR should serve as a grants manager while sub-recipients (SRs) will be the main implementers of the programmes.

The Community Systems Strengthening (CSS) module has a capacity building and mentorship component to Community Based Organisations (CBOs) and as such, PRs will provide capacity building to CBOs that are led or work closely with people with TB, people living with HIV (PLHIV), key populations (sex workers, Men who have Sex with Men [MSM], People Who Inject Drugs [PWID], and Transgender people [TG]) as well as vulnerable groups (Adolescent and Young People [AYP]), 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.

BZ, therefore, invites CSOs and CBOs that are interested in strengthening their organizations to apply to be considered for training, mentoring, and technical assistance as defined in Sections below. It is important to note that CSOs are recommended by the PR but the appointment is subject to GF CCM approval. The approved **terms of reference** and selection criteria are included in this document and serve as a guide to interested CSO. **Applicants are not required to submit implementation plans and budgets as part of this call for applications.**

2. THE CAPACITY BUILDING

The Community Systems Strengthening (CSS) module focuses broadly on governance and leadership as well as institutional capacity building. The capacity-building programme is aimed at elevating community-based organisations to be technically competent and have strong management skills for sustainability and to effectively implement their work. The organizations must have time and commitment to attend the relevant trainings and must have potential for growth. The model/approach is to provide accredited and non-accredited trainings to build technical capacity coupled with mentoring, coaching and supportive supervision. Organisational capacity will be developed at four levels:

- a. **Institutional capacity** includes the ability to create an organisational mission, vision, strategic and operational plan, establishing organisational structures and management systems such as governance, leadership, financial management, human resource management, risk management and administrative processes.
- i. **Knowledge and skills** of individuals in the organisation includes technical skills and knowledge on specific programme areas.

- ii. **Influencing ability of organisations** – focusing on the organisation’s ability to form partnerships, be part of local advocacy campaigns and joint planning at different levels.
- iii. **Adaptive capacity of organisations** - focusing on the organisation’s ability to review current operations and models and to investigate new ones, stay relevant and remain sustainable over time.
- iv. **Emphasizing different aspects of capacity building** within an organisation and the context from which it renders services will lead to improved and more sustainable development and growth

3. THE CAPACITY BUILDING PACKAGE

There is no cost involved for the selected organisations to receive the mentoring, training, and other related services as this is funded by the Global Fund. However, it is crucial that organisations understand the substantial investment that is made in their staff and organisation and the intensive nature of this capacity building programme. The expectation is therefore that organisations that are interested in this process be fully committed, have the necessary time and staff to be part of the process and are willing, able and excited to grow their organisation, internal capacity, external influence, and sustainability in the long run. Organisations will be selected according to area of expertise.

The capacity building program will be implemented in a total of 13 Districts in three BZ supported Provinces. The number of CSOs to be selected per district is indicated in the table below:

PROVINCE	DISTRICT	# OF CSOs for Capacity Building
Eastern Cape	• Alfred Nzo	6
	• OR Tambo	6
	• Buffalo City Municipality	6
	• Nelson Mandela Bay	6
	• Amathole	7
		31
Limpopo	• Capricorn	5
	• Sekhukhune	7
	• Mopani	7
	• Waterberg	6
	• Vhembe	6
		31
Free State	• Thabo- Mofutsanyane	6
	• Mangaung	6
	• Lejweleputswa	6
		18

Table 1: Allocation of CSOs per province and district for Capacity Building.

Subsequent to receiving training, CSOs that demonstrate competence, will be eligible to apply for Small or Medium Grants.

Selected organisations will receive capacity building over an 18-month period. Based on the organisation’s needs, specific staff members will be required to attend and complete the planned training and mentoring over the capacity building period including:

- a. Accredited and non-accredited trainings both at technical, programmatic and management levels as stipulated below on a needs-based approach:

Table 2: Accredited and Non-Accredited Trainings to be provided to CSOs.

Organisational Development Training	Programmatic training:
<ul style="list-style-type: none"> • Risk Management • Financial Management (accredited) • Governance and Leadership • Fundraising and Marketing • Planning for NPO Sustainability • Human Resource Legislation and Policies • MERL • Communication • Social Enterprise Development • Performance Management • Basic Computer Skills 	<ul style="list-style-type: none"> • Accredited HIV testing Services (HTS) • Accredited HIV and TB Prevention • Adherence Support • Procurement and Supply Management of Health Products • Rapid Testing Quality Improvement Initiative (RTQII) • TB Early Identification and Screening • Stigma and Discrimination. • Human Rights (Know your Rights) & GBV (WHO LIVES) • Health Promotion – offered to medium grant CSOs (full qualification runs over 18 months) • Diversity training* • Accredited Basic Computer Skills • Mental Health

Table 2: Accredited and Non-Accredited Trainings to be provided to CSOs.

- b. Monthly on-site mentoring, coaching or technical assistance visits to strengthen their organisational and programme capacity.
- c. Where applicable, support to become Department of Health-compliant and accredited nonmedical HTS sites, support to establish adherence support groups, support in delivering evidence-based HIV and TB Prevention programmes and conduct TB screening.
- d. Attend quarterly district and/or provincial consultative meetings to strengthen networking, coordination, learning from one another, accountability, and advocacy.

The outcomes for organisations participating in the CSS Programme are:

- Mentored CSOs have increased capacity to implement programs to educate, mobilise their communities and support HIV & TB interventions.

- CSOs are linked to GF PRs and other potential funders to enable them to implement HIV/TB interventions.
- CSOs better able to support Key and Vulnerable Populations (KVPs) to address internal stigma and respond to external stigma and discrimination in order to improve HTS, TB screening and linkage to and retention in care.
- CSOs with enhanced Organisational Development systems to support programme implementation in districts.

4. CSO SELECTION CRITERIA

The selection of organisations will be supported by extensive consultation with district stakeholders (DSD, DOH, Municipalities, and AIDS Councils) to ensure that shortlisted organisations are meeting critical district and sub-district HIV and TB need and that their service categories are aligned to district priorities. Organisations can be from different sectors, community based, faith-based and advocacy organisations with particular focus on supporting key populations (especially Men who have Sex with Men, Trans-Gender persons, Sex Workers, Adolescent and Young People, and victims of Gender-Based Violence). The following requirements must be met by organisations to be selected for the capacity building programme:

1. Be situated and work in the stipulated priority HIV and TB districts shown in the table above.
2. Must be registered as an NPO or NPC.
3. Constitution (2021-2023): Constitution must be signed and include AGM minutes and attendance registers to show adoption of amendments.
4. List of board members, CVs, IDs, and Appointment letters.
5. Current staff members or volunteers outlining designation within the organisation and an organogram.
6. Current programme being implemented, highlighting the target population/s or beneficiaries.
7. The organisation must have physical office structure and provide a physical address.

5. EVALUATION PROCESS AND CRITERIA

The evaluation of submissions will be managed by the Beyond Zero CSO selection team in conjunction with the PCAs, which will prepare a shortlist of applicants that meet the stipulated criteria for capacity building. BZ will use the shortlist to recommend applicants to be appointed as mentored CSOs.

The evaluation process will be conducted in stages as follows:

Stage 1: Desktop screening of applications and shortlisting as per the selection criteria.

Stage 2: Baseline Capacity Assessments after selection to determine the capacity domains (areas) where capacity building is needed as well as the elements in that domain that requires capacity building. A standardized capacity assessment tool (CAT) is utilized to assess the baseline capacity development areas

for organizations. The CAT is focused on 10 capacity domains that are assessed with several elements within each domain that constitutes best practice within the civil society sphere.

- Governance, Leadership, and Strategy
- Community Linkages, Networks and Partnerships
- Human Resource Management
- Sustainability
- Financial Management
- Communication and Marketing
- Administrative Capacity
- Monitoring, Evaluation Reporting and Learning (MERL)
- Health Products and Services
- Programme Implementation Capacity

The CAT initially scores organisations according to their level of functioning i.e.

- (0) emerging
- (1) developing
- (2) maturing
- (3) well-functioning

Clear guidelines and evidence will be required from organisations over the mentoring period in order to progress from one level to another. The results of the capacity assessments are used to inform programme decisions on training and mentoring that is needed as well as intensity of support required. It further highlights commonalities amongst districts and provinces that inform programme improvements.

80 CSOs for Phase 2 will be selected by 31 August 2023. The outcome of the assessment will be used to determine if a CSO will participate in the Capacity Building Programme – reasons will be provided for the disqualification together with guidelines on how to address the issues and how to apply during the call for proposals for the third Global Fund cycle.

Stage 3: Final selection of the shortlisted CSOs for the capacity building will be based on the results of the baseline assessment. The CSS programme does not follow a “blanket approach” to capacity building but emphasises the importance of customized capacity building plans that focus on identifying problems/challenges in an organisation and providing appropriate solutions like training, mentoring, technical assistance, coaching, and peer learning. The CSS programme places a big emphasis on ensuring that all levels in the organisational system (board, management, and staff) are involved and included with the capacity assessment and planning processes, as well as in the training and mentoring interventions. This fosters a culture of shared responsibility and accountability within organisations and reduces resistance to change and fosters sustainability.

The BZ CSO selection team will present its evaluation outcome to the CEO for consideration and a decision on the final list of CSOs for capacity building will be finalized. CSOs will be notified of the outcome of their application **no later than 1 September 2023**. Aggrieved applicants can lodge an appeal

with BZ Programme Director within seven working days of receiving official communication of the selection decision, clearly stating the grounds for appeal, and providing the necessary evidence. All efforts will be made to sign contracts and mentoring plans by the end of September 2023.

6. APPLICATION INSTRUCTIONS

All applicants are required to:

- Clearly mark their applications with “**BZ Global Fund CSS Application 2023 – CSS & Name of Organisation**”. Applications submitted electronically should use the same in the email subject line.
- Ensure completeness of the application (including the attachment of all necessary supporting documentation) in line with each section. Attach board resolution authorising submission of application.
- Confirm in writing that the information and statements made in the proposal submission are true and accept that any misrepresentation contained in it may lead to disqualification.
- Ensure timely submission of all documents and reports if requested as part of the assessment of the organisation’s ability to continuously fulfil the role of a CSO; and
- Submit applications via email per province as detailed below:

Province	Email Address
Limpopo	LPCSO@beyondzero.org.za
Free State	FSCSO@beyondzero.org.za
Eastern Cape	ECCSO@beyondzero.org.za

By the 17 July 2023 at 17H00 CAT.

- Ensure that appropriate staff is available on site if and when CSO capacity assessment visit is scheduled.

7. KEY DATES

The deadline for the submission of a fully completed application and attachments is **17 July 2023**. The key dates for the application process are shown in the table below.

Key Activity	Dates
1. Publication of call	7 July 2023
2. Response to Frequently Asked Questions?	10 – 13 July 2023
3. Deadline for submitting applications	17 July 2023
4. Application Evaluation Period	18 July 2023-31 August 2023
5. Final CSO selection and decision (communicating the outcomes of applications to applicants)	Week-ending 28 August 2023

8. CONTACT DETAILS

Please direct your requests for information and questions/queries by **10-13 July 2023 between 08H00-17H00 hrs** to respective provinces:

Province	Email Address
Limpopo	LPCSO@beyondzero.org.za
Free State	FSCSO@beyondzero.org.za
Eastern Cape	ECCSO@beyondzero.org.za

BZ will regularly update our website, www.beyondzero.org.za on frequently asked questions. You are advised to check the website regularly during the application period.

9. APPLICATION FORMS AND HOW TO COMPLETE THEM

The application consists of eight (8) sections that must be completed:

1. **General Information:** This must be completed in full. No evaluation points will be applied to this section.
2. **Legal Status:** Information about the organizations' registration, financial reporting, and statutory registrations
3. **Service Delivery:** Describe the geographical operational areas, service being offered, KVP focus, and information on staff.
4. **Previous HIV/TB Project Implementation Experience:**
5. **SDR Project:** Describe Stigma and Discrimination Reduction (SDR) activities, beneficiaries.
6. **Staff Component:** Information about staff in the organisation
7. **Management and accountability:** Information about the organisation's board, staff, reporting, systems, and funders
8. **Staffing: Capacity Building Programme Management & Compliance**

Applications will only be accepted from legally registered organisations (with a registration number). Applications from individuals will not be accepted.

No other geographical areas will be considered other than the ones stipulated in this RFP.

10. LIST OF ANNEXES / SUPPORTING DOCUMENTS REQUIRED

For Capacity Building Applicants:

Annex 1: Application/Covering letter authorising submission of application.

Annex 2: A list of Committee/Board members with their names, positions, addresses, and phone numbers, copies of ID and appointment letters.

Annex 3: A copy of your NPO registration from the Department of Social Development.

Annex 4: 2021-2023 Constitution, AGM minutes and an attendance register.

Annex 5a and 5b: A list of all people working in the organisation (including all staff and volunteers) with names, positions and an organogram.

Annex 6a and 6b: Two letters of reference from community stakeholders/partners who are not formally part of your project or organisation.