SA CCM SR SELECTION GUIDELINES
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Acronyms

CBO	Community Based Organisation
COI	Conflict of Interest
CPR	Country Portfolio Review
GF CCM	Global Fund Country Coordinating Mechanism
GF	The Global Fund to fight AIDS, TB, and Malaria
GF CT	Global Fund Country Team
LFA	Local Fund Agent
NGO	Non-governmental Organization
OC	Oversight Committee
OPEC	Operational Performance Excellence and Co-ordination
PCA	Provincial Council on AIDS
PR	Principal Recipient
PSM	Procurement Supply Chain Management
RFP	Request for Proposals
SANAC	South African National AIDS Council
SR	Sub-Recipient
SSAC	SR Selection Appeals Committee
SSP	SR Selection Panel
SSR	Sub Sub-Recipient
TOR	Terms of Reference
TRP	Technical Review Panel

1. Introduction and Background

1.1 The purpose of the Global Fund to Fight AIDS, Tuberculosis and Malaria (GF) is to attract, manage and disburse additional resources to make a sustainable and significant contribution to the reduction of the impact caused by the three diseases, while also contributing to poverty reduction and to the achievement of the Sustainable Development Goals.

1.2 All Global Fund Country Coordinating Mechanisms (GF CCMs) have these core functions:

i. Coordinate the development and submission of funding requests.

ii. Nominate the Principal Recipient(s) and monitor their performance.

iii. Oversee implementation of the approved programmes, including the closure process.

iv. Endorse relevant programme revision requests as defined in Global Fund operational policies.

v. Ensure linkages and consistency between the Global Fund financed programmes, and other national health and development programmes.

1.3 PRs sign GF grant agreements with the GF and manage the implementation of grants under the guidance of the GF Country Team (GF CT) and GF CCM.

1.4 PRs contract with sub-recipients (SRs), under the oversight of the GF CCM. The PRs take ultimate responsibility for the performance and management of SRs.

1.5 An SR is different from a service provider because it receives a portion of the GF grant from a PR to implement a specific set of programme activities while a service provider is contracted to supply goods or services in exchange for payment. SRs can also contract sub-recipients (SSRs) to receive a portion of a GF grant to implement a specific set of programme activities. These guidelines provide guidance on the key aspects of the SR selection process to be implemented by all PRs in the interest of achieving a transparent, fair and objective SR selection process. SSRs shall be selected according to the requirements communicated to SRs by their PRs.

2. The Role of GF CCM in Supporting SR Selection Process

2.1 GF CCM, through its Management Committee, is responsible for the following in the SR selection process:

2.1.1 Oversee that SR selection is completed on time before commencement of the grant implementation period.

2.1.2 The Management Committee will review all Requests for Proposals (RFPs) and provide no objection to the RFP before publication by PRs to ensure a harmonized SR Selection approach is optimized across PRs. The Management Committee is to provide a response on RFP documents shared by a PR within 5 working days.

2.1.3 During a formal sitting of the CCM, PRs shall present their finalized list of selected SRs and demonstrate alignment with the provisions of the SR Selection guidelines, for the CCM's official noting.

2.1.4 CCM may offer input, guidance, and formal recommendations for the Principal Recipient's consideration.

2.1.5 Update this guideline when necessary.

3. The Role of Principal Recipients

3.1 The GF CCM expects Principal Recipients (PRs) to timeously select SRs.

3.2 In accordance with GF requirements, PRs are generally responsible for the following:

3.2.1 Sign GF grant agreements and contracts with SRs under the guidance of the GF CT and GF CCM.

3.2.2 Manage the implementation of GF-funded programmes by SRs, under the oversight of the GF CCM. The PRs take ultimate responsibility for the performance and management of SRs.

3.2.3 When necessary, propose changes to work plans and funding allocations to the SRs based upon discussions with and endorsement by GF CCM Oversight Committee for material programmatic and budget changes, prior to final submission to GF CT.

3.2.4 Participate in, and lead as necessary, Operational Performance Excellence and Co-ordination (OPEC) meetings, deep dives and Country Portfolio Review (CPR) meetings to improve programme performance and impact.

3.2.5 Report on programme progress and challenges to the GF.

3.2.6 Identify key issues and implement bottlenecks and escalate to GF CCM for guidance through the GF CCM OC.

3.2.7 Routinely share with the GF CCM OC progress and financial reports sent to the Local Fund Agent (LFA) and GF CT.

3.2.8 Provide information to the GF CCM, GF CCM Secretariat, GF CCM OC and any other GF CCM committee when requested to do so.

3.2.9 When invited, PRs attend GF CCM and relevant committee meetings.

3.2.10 Collaborate with the GF CCM Secretariat to organize site visits.

3.2.11 Carry out other responsibilities in accordance with the grant agreement.

4.Role of the Country Team

4.1 Monitors grant performance, implementation progress, and budget execution.

4.2 Reviews and approves disbursement requests.

4.3 Resolves implementation challenges with stakeholders.

4.4 Provides guidance on governance, oversight, and stakeholder engagement.

4.5 Verifies CCM compliance with eligibility and performance requirements.

4.6 Assists in transitioning funding requests into signed grant agreements.

4.7 Reviews budgets, workplans, and implementation arrangements.

4.8 Identifies financial, programmatic, and operational risks.

4.9 Works with the Local Fund Agent (LFA) and partners to mitigate risks.

4.10 Ensures grants are aligned with national disease strategies and health priorities.

4.11 Promotes coordination with other donors and development partners.

4.12 Facilitates technical assistance through partners like WHO and UNAIDS.

4.13 Encourages collaboration with other donors and technical bodies.

4.14 Maintains regular communication with PRs, CCMs, government, and civil society.

4.15 Escalates major implementation or governance issues as needed.

5.The role of Sub-Recipients

5.1 SRs are the direct implementers of programmes but can sometimes work through SSRs.

5.2 SRs have a contractual relationship with and are accountable to the PRs.

5.3 The responsibilities of SRs include the following:

5.3.1 Sign grant agreements with the PRs and contract with SSRs, where necessary, under the guidance of PRs.

5.3.2 Implement grants under the oversight of the PRs and where applicable, manage SSRs and take responsibility for their performance.

5.3.3 Collaborate with and participate in the relevant district stakeholders and structures such as government departments, SANAC sectors, local and district AIDS Councils so that implementation contributes to broader local implementation plans.

5.3.4 Propose changes to the PR on work plans and budget when necessary.

5.3.5 Participate in performance review meetings to improve programme and financial performance and impact.

5.3.6 Report on performance and challenges to PR through regular reports.

5.3.7 Ensure timely submission of progress reports to the PR on programme indicators, targets, work plans and related financial accountabilities, as stipulated in the PR-SR contract.

5.3.8 Identify key issues and implement bottlenecks and escalate to the PR.

5.3.9 Provide information to the PR, GF CT and GF CCM and its structures when requested.

6 General Principles Guiding SR Selection

6.1 All Principal Recipients (PRs) must complete the process for selecting Sub-Recipients (SRs), with reference to the guidelines by the Global Fund Country Coordinating Mechanism (GF CCM).

6.2 In the current grant cycle, all PRs shall select their SRs through an open and competitive process.

6.3 The CCM shall not select Sub-Recipients on behalf of Principal Recipients (PRs).

6.4 All entities shall apply through an open and competitive process. However, this principle has to be applied in consideration of entities such as SANAC whose role is to coordinate multi-sectoral response for HIV, TB and STIs and the Department of Basic Education (DBE), a key partner with a mandate to support its educational and policy coordination.

6.5 The SR selection process is designed to help PRs identify qualified and capable implementers for GF programmes, while also supporting the GF country's transformation agenda.

6.6 The selection criteria to be used in evaluating SRs are detailed in Annexure B and C.

7. Advancing Transformation

7.1 The GF CCM supports the transformation objectives of the government of the Republic of South Africa, to redress the injustices of the past.

7.2 PRs shall specify SR pre-qualification criteria that advance transformation including reserving certain modules for implementation by organizations led by women, youth, people living with HIV (PLHIV), key populations and people with disabilities. The details shall be outlined in the RFP document.

7.3 No applicants with a BBBEE status higher than level two (three and higher) shall qualify to serve as an SR or SSR. All PRs shall include this BBBEE threshold as pre-qualification criteria.

7.4 Government departments wishing to serve as SRs or SSRs are exempted from these requirements.

7.5 PRs shall also use BBBEE points in the overall evaluation score for potential SR applicants using an 80/20 points scoring system as outlined in the Preferential Procurement Policy Framework

Act (PPPFA) regulations. PRs shall extend the same requirements to SRs when selecting SSRs.

7.6 PRs are strongly encouraged to implement other measures to advance transformation e.g mentoring and coaching to local organizations to ensure that the quality of programme implementation and compliance with grant conditions are not compromised.

7.7 To the extent possible, SRs and their SSRs shall recruit part of their implementation staff from the relevant districts.

7.8 PRs shall specify the goods and services e.g. catering and transport services, to be procured from local businesses located in the implementation districts, without compromising value for money, as part of the GF programmes to boost local economies.

7.9 The GF CCM shall conduct workshop sessions with the PRs and potential SR applicants on proposal development, especially local non-governmental organizations (NGOs) and community-based organizations (CBOs), to widen participation.

7.10 PRs shall complete indicative SR selection before grant negotiation as far as possible, once there is approval from the GF Technical Review Panel (TRP), so that SRs can be involved in grant negotiation with actual costs identified.

8. Implementation Arrangements

8.1 The GF funded programmes in South Africa generally focus on the two diseases of HIV and Tuberculosis (TB) implemented across the country in targeted districts and sub-districts. The programme interventions and targeted geographical locations may vary per grant and intervention.

8.2 The GF CCM shall decide on the implementation arrangements of each GF grant which decision shall have implications for SR and SSR selection.

8.3 To the extent possible, SRs and SSRs need to be based in the implementation district or be currently implementing programmes in the same district to leverage local knowledge and existing relationships with key stakeholders and ensure sustainability of interventions. PRs are discouraged from appointing SRs from outside of the implementation district ahead of competent implementers based in the district. This means that if potential applicants have met the minimum threshold to be considered as an SR, first preference shall be given to the applicants based in the district, followed by those based elsewhere in the same province before considering all other applicants.

8.4 Generally, PRs are expected to be implemented through SRs and not engage in direct implementation, except in cases where direct implementation is necessary—such as Community Systems Strengthening (CSS) and/or Human Rights. PRs are not permitted to serve as SRs or SSRs under themselves or other PRs.

8.5 The GF CCM and the GF CT shall have the right to review implementation arrangements during grant implementation if it is deemed to be in the best interest of improving the economy, efficiency and effectiveness of programme interventions.

9. SR Selection Panel

9.1 Each PR shall appoint an SR Selection Panel (SSP) made up of members with technical knowledge of GF operational and implementation requirements, financial and grants management, HIV/TB programme management specifically in the modules to be implemented, and monitoring and evaluation.

9.2 The membership of an SSP shall be constituted as follows:

9.2.1 The minimum number of SSP members shall be five (5) and a maximum of seven (7).

9.2.2 Three (3) external members should be comprised as follows:

9.2.3 The first representative will be from civil society nominated by the Provincial civil society Co-Chairperson in consultation with provincial civil society coordinating committee, selected based on relevance to the specific module outlined in the Request for Proposals (RFP), such as Adolescent and Young People (AYP), Sex Workers, Men who have Sex with Men (MSM), Transgender Persons (TG), or People Who Inject Drugs (PWID).

9.2.4 The second representative will be nominated by the PCA Head of Secretariat, the member can be part of PCA or DCA structure with demonstrated expertise in the programmatic area addressed in the RFP.

9.2.5 The third representative will be nominated by the government, nominated by one of the following departments: the Department of Health (DoH), the Department of Basic Education (DBE), or the Department of Social Development (DSD). Adolescent and Young People module (DBE representatives sits in the panel); MSM and TG (DOH representatives sit in the panel); People who use drugs and Sex Workers (DSD representatives sits in the panel). The selection and coordination of government nominees shall be informed by guidance from the respective national departments, and this will be supported through the CCM Secretariat.

9.2.6 The three (3) external SSP members shall hold at least an NQF level 6 qualification OR have at least five years' experience in the relevant sector/ programme.

9.2.7 The remaining four (4) members of the SSP shall be appointed by the PR.

9.2.8 The NDOH shall be exempted from the guidance to have three (3) SSP members referenced in 8.2.2 and 8.2.3. However, NDOH shall comply with government's procurement regulations in as far as the constitution of committees to evaluate and adjudicate on bids is concerned.

9.3 The Terms of reference of the SSP shall be as follows:

9.3.1 Manage the SR selection process in alignment with the principles in this guideline and the RFP developed by the PR.

9.3.2 Objectively evaluate and assess applicants responding to the RFP.

9.3.3 Recommend a shortlist of applicants for appointments as SRs.

9.3.4 Prepare a final report for the PR on the SR selection process including recommendations for improvement.

9.4 All SSP members shall sign a special declaration of COI prior to the confirmation of their appointment by the PR. In addition, SSP members sign confidentiality clauses and shall undertake not to disclose any confidential information obtained during their membership of the SSP and shall not use it to enrich themselves or improperly benefit any organization or person. The discussions during the selection processes are confidential and should not be disclosed to any third party.

9.5 All SSP members must adhere to the GF CCM Conflict of Interest (COI) Policy. In cases where a member has a significant or severe conflict of interest, PR reserves the right to recuse the affected member and identify an appropriate alternative. Where there is a nominal conflict of interest, the PR shall document their COI management processes that are specific to the SR selection process. All SSP members shall comply with the requirements of the COI policy for the duration of their service on the panel.

9.6 Any person affiliated with any organization applying to serve as an SR of the PR or to be considered as an SSR shall be disqualified from serving on the SSP. A person is affiliated with a prospective SR or SSR if he/she is board member, director, officer, employee or agent of a prospective SR or SSR. A person is also affiliated with a prospective SR or SSR if a family member, life partner, friend, business partner or member of same commercial enterprise is a board member, director, employee or agent of a prospective SR or SSR.

9.7 The enforcement of the COI requirements relies on self-declaration and full disclosure by the potential SSP members. An SSP member may be removed from his/her position should any undeclared conflict of interest come to the attention of the PR. Any input, including evaluation scores by such a member, shall be disregarded to protect the integrity of the selection process.

In addition, an organization that the member is linked to shall be disqualified if an SSP member did not declare the COI and is later found to have been conflicted.

9.8 The PR shall orientate all SSP members on the relevant GF procedures, CoI Policy, GF CCM requirements and the key SR selection requirements and tools at the start of their term.

9.9 The quorum for SSP meetings is 50% plus one. A quorum must be in place before an SSP can make binding decisions. Proxy voting shall not be permitted.

9.10 Decisions of the SSP shall be made by a simple majority (50% plus one).

9.11 The PR shall provide an administrative resource to support the work of the SSP and all proceedings of the SSP shall be recorded and minuted.

9.12 The SSP shall be disbanded once the GF CCM has been notified of the final list of SRs and any appeals have been dealt with by the CEO/Executive Director of the PR.

10. Request for Proposals

10.1 The SR selection route shall be through an open, competitive and transparent request for proposals (RFP) process.

10.2 Principal Recipients (PRs) are encouraged to continue re-advertising their Requests for Proposals (RFPs) until suitably qualified implementers are identified. All appointed Sub-Recipients (SRs) must have been selected through an open, transparent, and competitive process.

10.3 The RFP Terms of Reference (TOR) shall be developed by the PRs as soon as the priority activities that reflect the grant work plan and budget have been adequately designed and agreed upon. The TORs shall be developed using the template in Annexure D as a guide.

10.4 The TORs shall include the priority modules, the target provinces and districts, eligibility criteria, technical and management capacity required, templates to be used, evaluation criteria and date and place of submission among other information.

10.5 The eligibility criteria shall show the minimum requirements for applicants to qualify and the required evidence.

10.6 The RFP shall be widely circulated, but not limited to, the PR website, PR mailing list, radio, SANAC website, SANAC mailing list and at least one provincial/district newspaper. The RFP shall also be shared with the relevant PCAs, DACs, LACs, local municipalities and civil society networks for circulation.

10.7 The GF CCM Secretariat shall work closely with the PRs and PCAs to promote the participation of small local non-governmental and community-based organizations in GF programmes. This may include joint road shows to raise awareness about SR and SSR opportunities available to such organizations and the application process and requirements.

10.8 All PRs shall convene non-compulsory briefing sessions to provide clarification and additional information to potential applicants and disseminate information as widely as possible. Any additional material shared at briefing sessions shall also be made available to potential applicants in the same manner as the RFP. It is recommended that all potential SRs attend these briefing sessions.

10.9 Potential applicants shall be offered at least 15 (fifteen) working days to prepare their submissions.

10.10 PRs shall allow potential applicants to submit questions for clarification while the RFP is open. PRs shall respond to such enquiries within two (2) working days. In addition, PRs shall maintain an up-to-date list of frequently asked questions (FAQs) available on their website for the duration when RFP is open.

10.11 Applicants shall be allowed to bid as a consortium if they wish as long as they can demonstrate the consortium advances transformation and demonstrates value for money. The applicants shall identify the partner to serve as an SR and those earmarked for SSR roles to allow for comparability with other applicants not in a consortium. The consortium will be required to obtain its own BBBEE certificate separate from those of its individual members.

10.12 Applicants shall be allowed to submit RFPs for multiple modules and districts as long as they satisfy the requirements.

11. Submission of Proposals by Interested Parties

11.1 Both physical and electronic submissions shall be acceptable as long as they are received before the closing date and time indicated in the RFP.

11.2 Physical submissions shall be deposited in a dedicated and sealed tender box to be located at the PR offices and clearly marked as such. PRs shall have a sealed tender box available in the district of implementation to facilitate easy submissions by interested parties.

11.3 The tender box shall be opened, immediately after the closing date and time, in the presence of at least two officials mandated by the SSP, with all submissions being recorded and signed for by the parties present at the opening.

11.4 All electronic submissions shall be made using a dedicated email address.

11.5 A comprehensive list of all submissions received shall be circulated to members of the SSP and published on the PR website within four (4) working days of the closing deadline.

12. Evaluation of SR Applications

12.1 The evaluation criteria for applications shall be specified in the RFP and shall not be changed midway through the process unless all applicants are notified and afforded the opportunity to amend their submissions.

12.2 The evaluation criteria shall be designed to enable the SSP to shortlist a pool of applicants from which the PR can propose a final list of SRs.

12.3 Applications shall be evaluated in the following order:

12.3.1 Screening for compliance with pre-qualification criteria. Applicants that do not meet the prequalification criteria shall be disqualified.

12.3.2 Screening for administrative requirements (if any) as per the requirements in the RFP. Disqualified submissions shall not undergo technical evaluation.

12.3.3 Evaluation of technical proposals. PRs should specify the minimum technical evaluation score, not lower than 50%, to be attained for applications to proceed further.

12.4 Technical evaluation:

12.4.1 The technical evaluation criteria shall, to the extent possible, be objective and relevant to understanding an applicant's potential to implement GF programmes and be capable of being substantiated with verifiable evidence.

12.4.2 The technical evaluation shall include an assessment of the ability to comply with GF grant regulations and reporting requirements, expertise and experience of implementing similar interventions as those prioritized under the grant, and presence and working relationships in the target districts and relevant sectors.

12.4.3 All shortlisted applicants must undergo reference checks by SSP led by the PR to verify that they have no documented history of financial mismanagement, misconduct, or non-compliance. This process is essential to ensure that selected implementers demonstrate a track record of integrity, accountability, and effective delivery.

12.5 Field Assessments:

12.5.1 Field assessments visits are not mandatory for all applicants as they are only necessary in cases where the SSP needs further clarification on the capacity of an applicant.

12.5.2 No points are awarded for field assessments as they are for clarification purposes.

12.6 Each SSP member shall individually evaluate and score each applicant according to the set criteria, but SSP members shall moderate each applicant before finalization of scores to ensure they have the same understanding of the proposals.

12.7 The scores of any SSP member who fails to evaluate all eligible submissions shall be disregarded in the interest of fairness.

12.8 The scores of all SSP members for each applicant shall be aggregated and an average score assigned.

12.6 The SSP shall use the consolidated score of each applicant to compile a shortlist of applicants, top scoring, to be recommended for appointment as SRs.

13.Communication of SR Selection Decisions

13.1 The PRs shall complete their evaluation process within ten (10) working days from the closing date of each RFP. Following the selection of SRs through their respective panels, PRs must maintain open communication after selection and before presenting the list to CCM. This includes notifying one another of any overlapping SR selections and jointly agreeing on appropriate management arrangements.

13.2 The PRs shall present their final SR lists to the GF CCM for notification. In notifying the GF CCM of the proposed SRs, the PRs shall submit a summary report with the following information to the GF CCM:

13.2.1 The selection process followed.

13.2.2 The list of all applicants.

13.2.3 The list of disqualified applicants and reasons thereof.

13.2.4 The list of all applicants that passed the evaluation threshold, ranked by their overall evaluation scores.

13.2.5 The list of applicants recommended for appointment as SRs and reasons thereof (if not in line with the overall evaluation scores ranking).

13.2.6 The outcome of the appeals process, if any appeals were received by the PR.

13.3 The GF CCM Management Committee shall satisfy itself that the selection process, and the allocation of modules and districts, was in alignment with the principles of this SR Selection guideline and in compliance with GF requirements.

13.4 The PR shall engage next steps with the SR once the GF CCM has been notified of the SR list.

13.5 The PR shall inform all unsuccessful applicants after the final list of proposed SRs is tabled to the GF CCM for notification.

13.6 The PR shall provide reasons for unsuccessful applicants, upon request.

13.7 Unsuccessful applicants who met the minimum threshold specified in the RFP may be considered as SSRs or for capacity building under the CSS grant subject to complying with the requisite process.

14 Communication to Unsuccessful Applicants and Appeals against SR Selection Decisions

14.2 The PRs shall inform unsuccessful applicants within three (3) working days after the SR evaluation to allow for any appeals.

14.3 A PR shall appoint an SR Selection Appeals Committee (SSAC), the chair of which must be a senior member of the management team not previously involved as an SSP member (COO level) or an independent external professional (preferably a lawyer), The same COI requirements applicable to SSP members shall apply.

14.4 The terms of reference of the SSAC shall be as follows:

14.4.1 Receive and attend to all appeals related to the SR selection process.

14.4.2 Manage the SR selection appeal process in a fair, objective, transparent and timely manner.

14.4.3 Request information, documents, presentation and testimony from witnesses necessary to understand the nature and causes of a dispute and potential resolution.

14.4.4 Subpoena applicants and any members of the SSP to provide further evidence.

14.4.5 Provide written recommendations to the CEO/Executive Director of the PR on how to resolve appeals referred to it.

14.4.6 An applicant dissatisfied with a decision of an SSP shall note their appeal with the CEO/Executive Director of the PR within three (3) working days of receiving the PR's communication regarding the outcome of the SR selection process.

14.4.7 If the appellant requires the reasons for their non-selection, this request must be submitted together with their notice of appeal.

14.4.8 The reasons for non-selection shall then be shared with the appellant within five (5) working days from the date of requesting and they shall have a further three (3) working days to review the reasons provided and lodge their appeal, if they wish to proceed.

14.4.9 The SSAC shall endeavor to report back to the CEO/Executive Director of PR, with recommendations, within five (5) working days from the day an appeal is referred to it.

14.4.10 The CEO/Executive Director of the PR shall make a final decision and communicate with the appellant within three (3) working days of receiving recommendations from the SSAC.

15 PR/SR Disputes

15.2 Disputes that may result in termination of services between PRs and SRs that arise post-selection and during the implementation of Global Fund programmes—and which the PR is unable to resolve—shall be referred to the GF CCM, GF CCM Secretariat and the relevant PCA Head of Secretariat. While a delegated CCM committee may attempt to mediate where possible, it is important to note that contractual agreements are signed directly between the PR and SR.

15.3 All such disputes shall be submitted formally through either the GF CCM Secretariat, CCM Co-Chairs, TSU, or OC. A delegated committee may be operationalized based on a formal submission.

15.4 All committee recommendations shall be referred to the full GF CCM for a final decision.

15.5 The CCM, through its OC, shall engage with SRs on a bi-annual basis, providing a platform for SRs to present their performance and openly share implementation challenges. This structured engagement enables the OC to promptly identify potential issues and formulate appropriate recommendations.

16 Revision of the Guideline

16.1 This guideline shall be reviewed by the GF CCM during the preparation of any new GF funding request. The GF CCM OC and Management Committee shall conduct the review and submit it for GF CCM consideration. The review process shall consider lessons learnt from implementing GF grants. All changes to the guidelines shall require GF CCM approval before they become effective.

Chairperson of GF CCM: ______________________ actual date signed 13/08/2025

CCM Co-Chairperson: ______________________ actual date signed 13/08/2025

Annexure A. Administrative requirements for acceptance of SR application

The administrative requirements include the following in addition to any other requirements specified in the actual RFP:

- Use of the prescribed application form and adherence to length of submission limits (number of pages).
- Submission of the following documents (in addition to any other evidence submitted by an applicant):
    - Proof of legal entity (NPC, Trust, Voluntary Association, Close Corporation, Pty (Ltd)).
    - NPO registration status.
    - Letters of compliance with DSD reporting requirements for the last 3 years.
    - List of board members and management, their current job titles and certified copies of IDs.
    - Valid SARS tax clearance certificate together with tax compliance status pin.
    - Valid BBBEE certificate or sworn affidavit deposed by a director/board member of the applicant confirming BBBEE level. Organisations who do not have a B-BBEE Verification Certificate by an independent verification agency must complete a sworn affidavit using the Department of Trade and Industry (DTI) templates for specialised entities on the Department of Trade and Industry website[1] as follows:
        - *B-BBEE Qualifying Small Enterprise* - *Specialised Entity* template. This is for qualifying organisations with an annual income between R10 million and R50 million.
        - *B-BBEE Exempted Micro Enterprise* - *Specialised Entity* template. This is for exempted organisations with an annual income below R10 million.
    - Last audited Annual Financial Statements signed by Board chairperson. Management accounts, signed by the preparer of such accounts and the Board Chairperson, may be accepted if the audited annual financial statements are older than 2 years or the financial statements have never been audited.
    - Organogram for all management and administrative positions (Human resources, finance, PSM, M&E, project management).
    - Policies and procedures documents addressing financial management, procurement, travel, and human resources.
    - Letter confirming participation in the district coordination structure e.g. the District Aids Council (DAC), if it exists. If not, a letter issued by the PCA should suffice.

[1] https://www.thedti.gov.za/economic_empowerment/bee_codes.jsp

Annexure B. Minimum Requirements for SRs

A potential SR must have proven ability to manage programmes in the specific modules in the RFP and must also be capable of performing the functions of an SR which includes the following:

Effective leadership and governance structures

- Legal status such as voluntary association, trust, non-profit company (NPC) etc. to enter into contracts.
- Have a properly constituted board that provides oversight over organisational matters.
- Effective organizational leadership using transparent decision-making processes.
- Adequate skilled and experienced staff to manage implementation of the modules, including procurement, monitoring and evaluation, and finance.
- Knowledge about and ability to communicate and network with relevant district stakeholders and structures such as government departments, local and district AIDS Councils.
- Appropriate internal control systems, including policies and procedures, to prevent and detect fraud or misuse of resources.

Financial management system

- Accounting system that can correctly record all transactions and balances by source of funds with clear references to budgets and work plans.
- Ability to monitor actual spending in comparison to budgets and work plans.
- Ability to manage disbursement of funds to SSRs and suppliers in a timely, transparent and accountable manner.
- Ability to produce timely and accurate financial reports.

Monitoring and evaluation

- Monitoring and Evaluation (M&E) system for routine monitoring of activities/interventions.
- Mechanisms and tools to collect and analyse data, and report on programme performance.
- Ability to produce timely and accurate programmatic reports.

Annexure C. Requests for Proposals (RFP) Template

1. INTRODUCTION AND BACKGROUND

The South Africa Global Fund Country Coordinating Mechanism (GF CCM) is responsible for leading the implementation of HIV and TB programmes 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 recommended that xxxxxxxxxxxx be appointed by the GF as one of the Principal Recipients (PRs) that will implement programmes 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.

xxxxxx therefore invites interested non-profit organisations and government departments, experienced in the modules listed under the scope of work and with presence in the districts identified, to apply to be considered as SRs. It is important to note that SRs are notified to the CCM while final appointment is by the PR **Applicants are not required to submit implementation plans and budgets as part of this call for applications**.

2. THE ROLE OF SUB-RECIPIENTS

SRs have a contractual relationship with, and are accountable to the PR. They are the direct implementers of programmes financed by GF but can sometimes work through SSRs.

The responsibilities of SRs include the following:

- Sign grant agreements with the PR and contract with SSRs, where necessary, under the guidance of PR.
- Implement grants under the oversight of the PR and GF CCM, and manage SSRs and take responsibility for their performance where applicable.
- Propose changes to the PR on work plans and budgets when necessary.
- Participate in performance review meetings to improve grant performance and impact.
- Report on programme progress and challenges to the PR through regular reports.
- Identify key issues and implementation bottlenecks and escalate to the PR for guidance.
- Provide information to the PR, GF CT, and GF CCM and its structures when requested to do so.

2.1 Organisational requirements

The minimum requirements to serve as an SR include:

- Sound governance frameworks, demonstrated by, inter alia, by a diversified board and management team, and at least one year audited financial statements.
- Appropriate staffing in key areas (programme and financial management, human resources, programme implementation and management, monitoring and evaluation and procurement management).
- Experience of managing grants and SSRs, where applicable.
- A track record of effective and efficient implementation of similar activities, preferably in the target district.
- A sound system of management and financial controls.
- A sound monitoring and evaluation system, tools and procedures amongst other requirements.

These organisational requirements will be assessed during the evaluation process. Further information can be found on the Global Fund website (www.theglobalfund.org) including the GF Grants Regulations[1].

3. SCOPE OF WORK

This call for applications seeks to identify organisations that are efficient and effective implementers of the scope of work listed below. Applicants need to have implemented similar programmes before, and preferably in the target districts. The specific scope of work includes:

- *Outline the scope of work to be carried out by SRs, the budget envelope and expected deliverables.*

4. PREQUALIFICATION CRITERIA

All applicants must have a broad-based black economic empowerment (BBBEE) level one (1) or two (2) only. Applicants that do not meet the above requirement will be disqualified from further evaluation.

5. EVALUATION PROCESS AND CRITERIA

The evaluation of submissions will be managed by an SR Selection Panel (SSP) which will prepare a shortlist of applicants that meet the threshold for appointment as an SR. The PR will use the shortlist drawn by the SSP to develop the final list of applicants that are to be appointed as SRs. The final list will be tabled by the PR for notification by the GF CCM.

The evaluation process will be conducted according to the following stages:

[1] https://www.theglobalfund.org/media/5682/core_grant_regulations_en.pdf

- The first stage of the evaluation process assesses for compliance with pre-qualification criteria. Applications that do not comply will not be evaluated further.
- The second stage of the evaluation process assesses compliance with administrative requirements (*refer to a specific annexure*). Applications that do not comply will not be evaluated further.
- The third stage of the evaluation process assesses technical competency focusing on the ability to fulfil the requirements of an SR, experience and expertise of implementing similar interventions and presence in the selected district. Applicants need to achieve a score of at least xxx points of the technical competency requirements in order to progress further.
- The fourth stage, which is optional and at the discretion of the SSP, may involve an on-site visit to clarify details about the applicant. No points are awarded.

For applicants that satisfy the pre-qualification criteria and the administrative requirements, the weighting of the overall score is as follows:

Technical evaluation score	80%
BBBEE points	20%
Total	**100%**

The SSP will present its evaluation outcome to the PR for consideration and recommendation on the final list of SRs. Aggrieved applicants can lodge an appeal with the CEO/Executive Director within five working days of receiving official communication of the SRselection decision, clearly stating the grounds for appeal and providing the necessary evidence.

6. APPLICATION INSTRUCTIONS

All applicants are required to:

- Clearly mark their applications with "XXXXXXXXXXX". 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) and not exceed recommended length of sections.
- 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 an SR; and

- Submit application to xxxxxx@xxxxxxx.xxx.xx or deposit xx copies of the application with all supporting documentation into the tender box located at the xxxxxx, xxxxxxxxx, xxxxx before the deadline of xx xxxxxxxxx 2025 12h00.
- Ensure that appropriate staff is available on site if and when the on-site SR capacity assessment visit is done.

7. KEY DATES

The deadline for the submission of a fully completed application and attachments is **xxxh00 on xxx xxxxxxx 2025**. The key dates for the application process are shown in the table below.

Stage	Date/period
1. Publication of call	xx xxxxxx 2025
2. Deadline for submitting applications	xx xxxxx 2025 12h00
3. Evaluation period (indicative) during which additional details may be requested and an on-site visit may be done to evaluate SR capacity.	xx xxxxx to xx xxxxx 2025
4. Final SR selection decision (Followed by feedback to applicants)	Week ending xx xxxxx 2025

8. CONTACT DETAILS

Please direct your requests for information and questions/queries to:

Name and title: xxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxx
Contact email: xxxxxxxxxx@xxxxxxx.xxx.xx

Please note that questions and requests for information must be submitted before xx xxxxx 2025 16h00. Please refer to our website, www.xxxxxxxx.xxx.xx for regular updates on frequently asked questions that were not addressed at the briefing session.

Annexure D: Evaluation criteria (*This is an illustration only. PRs to specify evaluation criteria, points and weighting*)

CRITERIA	Weight	SUB-CRITERIA	MEASURE	POINTS
TECHNICAL COMPETENCY *(Minimum score of xxxx points (specify but not less than 50) on technical points required)*	**80%**	**Ability to function as an SR and meet GF and GF CCM requirements throughout the life of the grant.** **(*20 points*)**		
		Scope of Work **Experience of implementing similar programme focus areas** **(*50 points*)**		
		Experience of working in the district **(*10 points*)**		
TECHNICAL COMPETENCY SUBTOTAL **(Should add up to 100)**				**100**
BBBEE	**20%**	Using the 80/20 scoring system		**100**
GRAND TOTAL	**100%**			**100**