



**TERMS OF REFERENCE: DEVELOPMENT OF THE SANAC CIVIL SOCIETY CAPACITY
BUILDING FRAMEWORK (2026–2028)**

RFQ NUMBER:	RFQ001092026
CLOSING DATE:	17 September 2026
CLOSING TIME	16:00 PM
DESCRIPTION OF BID:	Terms of Reference : The Development of the SANAC Civil Society Capacity Building Framework (2026 -2028).
• Proposals must be submitted by email by no later than 16h00pm on 17 September 2026. • Only proposals submitted by email to: rfq@sanac.org.za will be accepted and reviewed–no late proposals will be reviewed. • Please use the reference DEVELOPMENT OF THE SANAC CIVIL SOCIETY CAPACITY BUILDING FRAMEWORK (2026–2028) “in the email subject line. • Address to be put on the Quote: SANAC, Second Floor, Block B, Lakefield Office Park, 272 West Avenue, Centurion, Pretoria, VAT no: 496 026 5751	



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1. Background

The South African National AIDS Council (SANAC) Civil Society Forum (CSF) is a representative governance structure comprising eighteen (18) civil society sectors across all nine provinces. The Forum provides leadership in coordinating civil society participation in the national response to HIV, TB, STIs and broader health and social development priorities, while supporting implementation of the National Strategic Plan (NSP) for HIV, TB and STIs 2023–2028.

Civil Society Organisations remain critical partners in service delivery, advocacy, community mobilisation, policy engagement, accountability, human rights promotion, and monitoring of the national response. However, varying levels of institutional development, governance maturity, leadership capacity, programme management skills, resource mobilisation, and technical expertise continue to affect the effectiveness of civil society participation within SANAC governance structures.

To address these challenges, the SANAC CSF seeks to develop a comprehensive Civil Society Capacity Building Framework that will provide a structured, coordinated and sustainable approach to strengthening the institutional and technical capacity of SANAC Civil Society Structures.

SANAC Civil Society is constituted as per the following sectors presented on the diagram below:



2. Purpose

The Terms of Reference will guide the process to 1) appoint relevant technical expertise and 2) develop a comprehensive SANAC Civil Society Capacity Building Framework to strengthen governance, leadership, technical competencies and institutional sustainability across SANAC Civil Society Structures.

3. Objectives



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The process will:

- review existing institutional and technical capacities within SANAC Civil Society Structures.
- identify current strengths, capacity gaps and emerging priorities.
- develop a comprehensive Capacity Building Framework.
- develop a phased implementation roadmap.
- identify strategic partnerships to support implementation.
- produce a framework aligned to the NSP 2023–2028 and SANAC governance architecture.
- develop monitoring, evaluation and learning indicators.

4. Scope of Work

The appointed technical expertise will be expected to undertake the following activities:

4.1 Phase 1: Inception

- Conduct an inception meeting with SANAC Secretariat and the Civil Society Forum.
- Review relevant SANAC governance documents.
- Review previous capacity assessments.
- Develop an inception report detailing methodology, workplan and stakeholder engagement plan.

4.2 Phase 2: Situational Analysis

Conduct a comprehensive review of current capacity across SANAC Civil Society Structures focusing on:

- Governance
- Leadership
- Institutional development
- Programme management
- Monitoring and evaluation
- Advocacy
- Communication
- Digital transformation

The review should include desk research, document reviews, interviews, surveys and stakeholder consultations.

4.3 Phase 3: Stakeholder Consultations

Facilitate consultations with:

- SANAC Secretariat
- SANAC Civil Society National Coordinating Committee
- Provincial Civil Society Coordinating Committees
- Sector Leadership
- Provincial AIDS Councils
- Development partners
- Government departments

The consultations should validate identified capacity gaps and build consensus on priority capacity development areas.



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4.4 Phase 4: Framework Development

Develop a Capacity Building Framework covering, at minimum, the following pillars:

Pillar 1

Advocacy and Policy Engagement

Pillar 2

Programme Management

Pillar 3

Communication and Knowledge Management

Pillar 4

Partnerships and Stakeholder Engagement

Pillar 5

Digital Transformation

Each pillar should include:

- capacity objectives
- competency areas
- learning outcomes
- recommended interventions
- delivery modalities
- capacity indicators
- responsible stakeholders
- monitoring indicators
- risks and mitigation measures

Pillar 6

Monitoring, Evaluation and Learning

5. Methodology

The technical expertise shall apply a participatory and evidence-based methodology, including:

- literature review
- capacity assessment
- key informant interviews
- focus group discussions
- expert presentations
- plenary discussions
- panel discussions
- group work
- framework drafting sessions
- validation workshops

The methodology should ensure broad participation from all SANAC Civil Society sectors and provincial structures.



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6. Expected Deliverables

The technical expertise shall submit:

Deliverable 1

Inception Report including methodology, workplan and consultation plan.

Deliverable 2

Situational Analysis Report outlining:

- Current capacities
- Capacity gaps
- Institutional strengths
- Recommendations

Deliverable 3

Draft SANAC Civil Society Capacity Building Framework.

Deliverable 4

Validation Workshop Report.

Deliverable 5

Final SANAC Civil Society Capacity Building Framework incorporating stakeholder inputs.

Deliverable 6

Capacity Development Implementation Plan (2026–2028).

Deliverable 7

Monitoring, Evaluation and Learning Framework.

7. Timeframes

The process is expected to be completed within **10–12 weeks**, following the phases below:

Phase	Activity	Duration
Phase 1	Inception and Desktop Review	Week 1–2
Phase 2	Capacity Assessment	Week 3–5
Phase 3	Stakeholder Consultations	Week 4–6
Phase 4	Draft Framework Development	Week 7–8
Phase 5	Validation Workshop	Week 9
Phase 6	Final Framework Submission	Week 10–12

8. Governance and Reporting

The process will be managed by the SANAC Secretariat in collaboration with the SANAC CSF.

The consultant/team will report to:

- SANAC Executive responsible for Civil Society Coordination
- SANAC Executive manager Resource Mobilisation and Donor Coordination



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- Capacity Building Steering Committee (where established)

Progress meetings shall be held at agreed intervals.

9. Required Technical Expertise

The process requires technical expertise in:

- Organisational Capacity Development
- Civil Society Strengthening
- HIV, TB and STI programmes
- Public Health
- Governance
- Institutional Development
- Monitoring and Evaluation
- Strategic Planning
- Human Rights and Gender
- Resource Mobilisation
- Stakeholder Engagement

The lead technical expert should possess:

- a qualification in Public Health, Development Studies, Social Sciences, Public Administration, Organisational Development or related field.
- at least 5 years' experience in institutional strengthening and capacity development.
- demonstrated experience in developing national frameworks or strategies.
- excellent facilitation, report-writing and stakeholder engagement skills.

10. Guiding Principles

The process shall be guided by the following principles:

- Meaningful participation
- Inclusivity and equity
- GIPA (Greater Involvement of People Living with HIV)
- Transparency and accountability
- Evidence-informed decision-making
- Sustainability
- Alignment with SANAC governance structures and the NSP 2023–2028.

11. Ownership of Outputs

All reports, tools, templates, datasets, presentations, and the final Capacity Building Framework developed under this assignment shall remain the intellectual property of SANAC. The appointed technical expert may not publish, reproduce, or distribute any materials without prior written approval from SANAC.



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12. Evaluation Criteria (for Procurement)

The RFQ will be evaluated in 3 stages as mentioned below:

- Stage 1: SCM Administrative requirements.
- Stage 2: Technical / Functional evaluation.
- Stage 3: Price and BEE.

12.1 Stage 1: SCM Compliance requirements

Bidders must provide the following documents:

1.	Valid B-BBEE Certification/affidavit, if applicable.
2.	Recent copy of CSD report.
3.	Valid Tax Pin / TCC certificate
4.	Completed SBD Forms (SBD 4 & 6.1)

12.2 Stage 2 : Technical / functionality evaluation

The proposals will be evaluated on functionality. An evaluation panel will allocate points in respect to functionality according to the criteria set out in the functionality table.

Evaluation Criteria	Weight Outline	Weight
Qualifications and expertise of the lead technical expert (Bidder to submit CV's and copies of qualification/s) • A qualification in Public Health, Development Studies, Social Sciences, Public Administration, Organisational Development or related field. • at least 5 years' experience in institutional strengthening and capacity development. • demonstrated experience in developing national frameworks or strategies.	• Qualification not provided / Qualification not relevant / CV not provided = 0 • Relevant qualification = 10 • at least 5 years' experience in institutional strengthening and capacity development = 10 • demonstrated experience in developing national frameworks or strategies = 10	30



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Bidders to submit Proposed methodology and workplan that covers the following aspect : - Phase 1 Inception and Desktop Review - Phase 2 Capacity Assessment - Phase 3 Stakeholder Consultations - Phase 4 Draft Framework Development - Phase 5 Validation Workshop - Phase 6 Final Framework Submission	- Proposed methodology and workplan not submitted = 0 - Phase 1 Inception and Desktop Review = 5 - Phase 2 Capacity Assessment = 5 - Phase 3 Stakeholder Consultations = 5 - Phase 4 Draft Framework Development = 5 - Phase 5 Validation Workshop = 5 - Phase 6 Final Framework Submission = 5	30
Bidder must submit a company profile highlighting relevant experience in the following : - Relevant organisational development and capacity-building experience - Experience in HIV, TB, STI and civil society strengthening	- Company profile not submitted / experience not relevant = 0 - Relevant organisational development and capacity-building experience = 10 - Experience in HIV, TB, STI and civil society strengthening = 10	20
Bidder to submit contactable reference letters as evidence of similar assignment undertaken.	- Reference letter/s not provided = 0 1 reference letter provide = 10 2 or more reference letters provided = 20	20
Total		100

Bidders who obtained 70 on Functionality will be evaluated on Price & BEE

12. 3 Stage 3: Price and BEE

Preference point system (80/20)	Weighting percentage (Must add up to 100)
Price	Price 80 of 100
BEE:	20 of 100 Points
Total	100



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i. Price Calculations

A maximum of 80/20 point system has been allocated to this bid on the following basis:

$$P_s = 80 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where

P_s = Points scored for price of bid under consideration

**P_t = Price of bid under
consideration P_{min} = Price of
lowest acceptable bid**

ii. Point awarded for BBE status level of contributor

In terms of Regulation 6 (2) and 7 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

B-BBEE Status Level of Contributor	Number of points (80/20 system)
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0