



THE SOUTH DEEP EDUCATION TRUST

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THE SOUTH DEEP COMMUNITY TRUST

(IT 2710/2010)

TERMS OF REFERENCE:

**Closed call for Proposals for the South Deep Community
and Education Trusts Community Organisation
Strengthening and Sustainability Programme**

THE CLOSING DATE FOR PROPOSALS IS 05 August 2026

All proposals, with supporting documents must be submitted using this link:

<https://tshikululu.grantplatform.com/>

This Terms of Reference (ToR) constitutes a call for proposals and invites experienced organisations to apply to become the implementing partner for the NGO and Community Organisation Strengthening Programme housed within the Iziko Community Enterprise and Youth Development Hub, an initiative funded by the South Deep Community and Education Trusts.

The NGO and Community Organisation Strengthening Programme aims to strengthen the institutional capacity, governance, operational effectiveness and long-term sustainability of local non-profit and community-based organisations operating within the Trusts' communities of interest. Through a tailored organisational strengthening approach, the programme seeks to enable participating organisations to improve their systems, enhance programme delivery, strengthen organisational resilience, and increase their capacity to create lasting impact within their communities.

The Trusts are seeking to appoint an implementing partner with demonstrated expertise in organisational strengthening and organisational development. The appointed partner will be expected to deliver a comprehensive programme that combines organisational assessments, facilitated learning, coaching, mentoring, technical assistance and systems strengthening to address the unique needs of participating organisations.

Applicants must demonstrate the following experience and capacity:

- **Proven experience** in designing and implementing organisational strengthening or organisational development programmes that incorporate organisational assessments, facilitated learning, coaching, mentoring, technical assistance and systems strengthening.
- **Demonstrated experience** in strengthening organisational governance, leadership, financial management, monitoring, evaluation and learning (MEL), compliance, and other core organisational systems.
- Experience **working with community-based and under-resourced organisations**, with the ability to tailor organisational strengthening interventions to local contexts. Preference will be given to organisations based in the **West Rand District** or those with proven experience implementing programmes within the West Rand area.
- **A demonstrated track record** of strengthening organisations, evidenced by improvements in governance, compliance, organisational effectiveness, sustainability, resource mobilisation and/or programme quality.
- **Strong organisational capacity**, including suitably qualified organisational development practitioners, robust programme management systems, and the ability to meet the Trusts' monitoring, evaluation and reporting requirements.

Background and Context of the South Deep Community and Education Trusts

The South Deep Community and Education Trusts are committed to supporting sustainable community development by investing in initiatives that strengthen local institutions, expand opportunities for community participation and contribute to long-term socio-economic development. Recognising the critical role that non-profit organisations (NPOs), non-governmental organisations (NGOs) and community-based organisations (CBOs) play in addressing local development challenges, the Trusts seek to strengthen these organisations so that they are better equipped to deliver quality services, respond to evolving community needs and create lasting impact.

While many community organisations are deeply embedded within the communities they serve, they often face institutional challenges that limit their effectiveness and long-term sustainability. These challenges may include weak governance structures, limited leadership capacity, underdeveloped organisational systems, inadequate monitoring and evaluation practices, financial management constraints and an over-reliance on donor funding to sustain operations.

The Trusts recognise that while grant funding remains an important catalyst for development, sustainable community impact cannot be achieved through funding alone. Long-term impact depends on resilient organisations that are well governed, strategically led, operationally effective and capable of mobilising diverse resources and partnerships. As such, the Trusts aim to support organisations to progressively transition from reliance on charitable funding towards greater organisational resilience, financial sustainability and institutional independence.

The NGO and Community Organisation Strengthening Programme has therefore been established as a structured organisational development initiative that goes beyond traditional capacity-building approaches. Rather than focusing solely on the delivery of training, the programme seeks to strengthen the organisational foundations required for long-term success, including governance, Board effectiveness, leadership, strategic planning, organisational systems, financial management, monitoring, evaluation and learning, resource mobilisation and organisational sustainability.

The programme will be implemented through a cohort-based model, with each cohort participating in a structured 12-month organisational strengthening journey. Participating organisations will receive tailored support informed by comprehensive organisational assessments, ensuring that interventions respond to each organisation's level of maturity, priorities and development needs. Support will be delivered through a combination of organisational diagnostics, facilitated learning, coaching, mentoring, technical assistance, peer learning and hands-on organisational development support.

Ultimately, the programme seeks to build a pipeline of stronger, more resilient and self-sustaining organisations that are capable of delivering greater social impact, attracting diverse funding and partnership opportunities, strengthening community resilience and continuing to serve their communities well beyond the period of Trust support.

Objectives of the NGO and Community Organisation Strengthening Programme

The overall objective of the NGO and Community Organisation Strengthening Programme is to strengthen the institutional capacity, resilience and long-term sustainability of non-profit organisations (NPOs), non-governmental organisations (NGOs) and community-based organisations (CBOs) operating within the South Deep communities, enabling them to deliver greater social impact and contribute to sustainable community development.

The specific objectives of the programme are to:

- Strengthen organisational governance, Board effectiveness and leadership to improve strategic oversight, accountability and organisational performance.
- Strengthen organisational systems, policies and operational processes, including financial management, human resource management, administration and internal controls.
- Enhance organisations' programme management, Monitoring, Evaluation and Learning (MEL) systems and organisational performance to support evidence-informed decision-making and continuous improvement.
- Strengthen organisational planning, strategic management and institutional effectiveness to improve organisational resilience and long-term sustainability.
- Strengthen the resource mobilisation, partnership development and fundraising capacity of participating organisations, enabling them to diversify funding sources and reduce long-term dependence on grant funding.
- Support organisations to develop sustainable operating models that enable them to continue delivering quality services and community impact beyond the period of Trust support.
- Foster collaboration, peer learning and knowledge exchange among participating organisations to strengthen the broader community development ecosystem.
- Build a cohort of resilient, well-governed and self-sustaining organisations that contribute to inclusive local development, improved community wellbeing and increased opportunities for community participation.

Scope of Work and Project Lifecycle

The implementing partner appointed through this call will be responsible for the design, delivery and management of the NGO and Community Organisation Strengthening Programme, in line with the approved scope, timelines and reporting requirements of the South Deep Community and Education Trusts.

The programme will be implemented over a three-year period, subject to annual review and the availability of funding. During this period, the implementing partner will facilitate **three consecutive 12-month cohorts**, each supporting **a maximum of 10 non-profit and community-based**

organisations. The implementing partner will be expected to adopt a structured organisational strengthening approach that responds to the unique needs, organisational maturity and development priorities of participating organisations. The scope of work is structured across three key phases: Programme Initiation and Planning, Programme Implementation, and Programme Management and Close-out.

Phase 1: Programme Initiation and Planning

During the initiation phase, the implementing partner will be expected to:

- Participate in inception and planning meetings with Tshikululu Social Investments and the Iziko Hub Management Team to confirm programme objectives, implementation approach, governance arrangements and reporting requirements.
- Develop a detailed Programme Implementation Plan outlining the methodology, implementation approach, work plan, timelines, milestones and key deliverables.
- Develop an Organisation Strengthening Framework outlining the programme methodology, organisational development model, cohort approach and support methodology.
- Develop a Monitoring, Evaluation and Learning (MEL) Framework aligned to the Trusts' monitoring and reporting requirements.
- Design and implement an organisational assessment tool to assess the institutional capacity and organisational maturity of participating organisations.
- Conduct comprehensive organisational assessments for all participating organisations to establish baseline organisational capacity and identify strengths, gaps and priority organisational development needs. Assessments should include, but not be limited to:
 - Governance and Board effectiveness;
 - Leadership and organisational management;
 - Strategic planning and organisational sustainability;
 - Financial management and internal controls;
 - Human resource management and organisational policies;
 - Programme design, implementation and quality management;
 - Monitoring, Evaluation and Learning (MEL) systems; and
 - Resource mobilisation and partnership development.
- Develop tailored Organisation Strengthening Plans for each participating organisation, informed by the assessment findings and agreed organisational priorities.
- Support the onboarding and orientation of each cohort of participating organisations.

Phase 2: Programme Implementation

The implementing partner will be responsible for designing and delivering a comprehensive organisational strengthening programme that strengthens the governance, leadership, systems, operational effectiveness and long-term sustainability of participating organisations.

The programme will be implemented through **three consecutive cohort cycles**, with each cohort comprising **a maximum of 10 organisations participating in a structured 12-month organisational strengthening programme**. The programme should combine cohort-based learning with tailored organisational development support to ensure that each organisation receives interventions aligned to its specific needs and stage of organisational maturity.

The programme should include, but not be limited to, the following components:

Cohort-Based Organisational Strengthening

- Implement the programme through a structured cohort model supporting a maximum of 10 organisations over each 12-month programme cycle.
- Facilitate the onboarding and orientation of each cohort.
- Design and facilitate a structured organisational strengthening journey for each cohort, combining facilitated learning with tailored organisational support.
- Foster peer learning, collaboration and knowledge exchange among participating organisations.
- Conduct regular organisational reviews and adapt interventions in response to organisational progress, challenges and emerging priorities.

Governance and Leadership

- Strengthen the effectiveness of Boards and governance structures, including governance roles, oversight, accountability and strategic decision-making.
- Support organisations to review and strengthen constitutions, governance policies and compliance frameworks.
- Strengthen organisational leadership and management capacity to effectively lead, manage and sustain their organisations.

Organisational Systems and Operations

- Strengthen organisational systems, policies and operational processes, including financial management, administration, human resource management and internal controls.
- Support organisations to develop, review and institutionalise policies, procedures, templates and operational tools that improve organisational effectiveness and accountability.

Programme Quality and Organisational Performance

- Strengthen programme planning, implementation, quality assurance and reporting systems.
- Strengthen Monitoring, Evaluation and Learning (MEL) systems and organisational data management to support evidence-informed decision-making, accountability and continuous learning.
- Strengthen organisational planning, performance management and risk management practices.

Financial Sustainability and Resource Mobilisation

- Strengthen organisations' ability to mobilise financial and non-financial resources from diverse sources.
- Support organisations to develop sustainability strategies and realistic resource mobilisation plans.
- Strengthen donor readiness, partnership development and stakeholder engagement.
- Explore opportunities for income diversification, social enterprise and other sustainable financing approaches where appropriate.
- Reduce long-term dependency on a single funding source by strengthening organisational resilience and financial sustainability.

Tailored Organisational Development Support

- Deliver tailored organisational development interventions informed by the organisational assessments and Organisation Strengthening Plans.
- Provide an appropriate combination of facilitated learning, coaching, mentoring, technical assistance, peer learning and hands-on organisational support.
- Continuously monitor organisational progress and refine interventions to respond to evolving organisational needs and priorities.

Phase 3: Programme Management and Close-out

The implementing partner will be required to:

- Coordinate closely with Tshikululu Social Investments and the Iziko Hub Management Team throughout programme implementation.
- Monitor organisational progress against the approved Organisation Strengthening Plans and agreed programme outcomes.
- Conduct periodic organisational progress reviews and document organisational growth and programme achievements.

- Submit regular progress, financial and performance reports in accordance with agreed reporting schedules.
- Maintain accurate programme, organisational development and monitoring records in line with the Trusts' reporting requirements.
- Facilitate reflection, learning and adaptive management sessions with participating organisations and the Trusts.
- Conduct endline organisational assessments for each cohort to measure organisational strengthening outcomes against the baseline assessments.
- Develop sustainability recommendations and identify future organisational development priorities for participating organisations.
- Submit a comprehensive close-out report for each cohort, outlining programme outcomes, organisational strengthening achievements, lessons learnt and recommendations for future implementation.
- Participate in programme close-out and review meetings at the end of each cohort and at the conclusion of the full implementation period.

Monitoring and Evaluation

Monitoring and Evaluation (M&E) is a central pillar of the South Deep Community and Education Trusts' approach to social impact and is fundamental to how the Trusts plan, deliver, assess and continuously improve their programmes. The Trusts place strong emphasis on evidence-based decision-making and on understanding not only whether programme activities are delivered, but whether they result in meaningful and sustainable organisational change.

For this programme, **success will be measured primarily by organisational strengthening outcomes rather than the delivery of activities or training outputs.** While the implementation of workshops, coaching sessions, mentoring and technical assistance is important, these activities are regarded as mechanisms for achieving change rather than indicators of programme success. The implementing partner will therefore be expected to demonstrate measurable improvements in the organisational capacity, governance, systems, sustainability and overall effectiveness of participating organisations over the course of the programme.

The Trusts operate within an established Theory of Change, which defines the pathways through which Trust-funded interventions contribute to improved youth employability, strengthened organisations and inclusive economic participation. This Theory of Change is supported by a consolidated Monitoring and Evaluation Framework, which sets out the agreed results chain, indicators, data sources, disaggregation requirements and reporting frequencies across all Trust-funded programmes.

The implementing partner appointed through this call will be required to work within this established Theory of Change and M&E Framework. The scope of M&E responsibilities for this appointment relates specifically to the indicators and results areas associated with the NGO and Community Organisation Strengthening Programme.

Strong M&E and data management practices must be fully integrated into programme delivery and organisational development support. The implementing partner must demonstrate the capacity to collect high-quality data, ensure data integrity and use monitoring findings to inform adaptive programme management, strengthen programme quality and continuously improve support provided to participating organisations.

M&E Responsibilities of the Implementing Partner

The implementing partner will be responsible for:

- Aligning programme implementation to the Trusts' existing Theory of Change and consolidated M&E Framework.
- Collecting, managing and reporting data against the approved indicators relevant to the NGO and Community Organisation Strengthening Programme.
- Establishing robust baseline organisational assessments and conducting periodic and endline assessments to measure organisational strengthening outcomes over time.
- Measuring and demonstrating changes in organisational capacity, governance, leadership, systems, operational effectiveness and sustainability, rather than reporting solely on programme activities delivered.
- Ensuring that all reported data is credible, verifiable and supported by appropriate means of verification.
- Implementing effective data management systems and processes, including data collection tools, data storage, quality assurance, verification and version control.
- Ensuring appropriate data disaggregation in line with Trust requirements (e.g. organisation type, size, geographic location and thematic focus) to support meaningful analysis and reporting.
- Using monitoring findings to inform adaptive programme management, organisational support, continuous improvement and risk mitigation.
- Participating in structured review, learning and reflection processes convened by Tshikululu Social Investments and the Trusts.
- Responding to ad hoc data requests and supporting periodic evaluations, verification exercises and audits commissioned by the Trusts.

Monitoring and Evaluation Framework

Results Level	Result Statement	Illustrative Indicators
Impact (Long-term)	Stronger, resilient and sustainable community organisations contribute to improved community wellbeing and local development.	% of supported organisations demonstrating sustained operations and organisational resilience two years after programme participation.
Outcome	Organisations demonstrate improved governance, leadership and institutional effectiveness.	% of organisations showing measurable improvement in governance, leadership and organisational assessment scores.
Outcome	Organisations strengthen organisational systems, compliance and operational performance.	% of organisations implementing and institutionalising improved governance, financial management, HR, MEL and operational systems.
Outcome	Organisations improve financial sustainability and readiness to secure funding and partnerships.	% of organisations successfully securing funding, establishing strategic partnerships or demonstrating improved donor readiness.
Output	Participating organisations complete the structured organisational strengthening programme.	Number and % of organisations completing the 12-month organisational strengthening programme.
Output	Organisational strengthening interventions are delivered.	Number of organisational assessments, coaching sessions, mentoring engagements, technical assistance sessions and peer learning activities delivered.

The implementing partner will be accountable for the timely submission of high-quality M&E reports in line with the Trusts' reporting requirements. Reports should demonstrate **progress towards organisational strengthening outcomes**, provide evidence of measurable organisational change, identify emerging risks or implementation challenges and outline corrective actions where required.

Performance will be assessed not only on the quality and timeliness of programme delivery, but on the extent to which participating organisations demonstrate measurable improvements in governance, leadership, organisational systems, operational effectiveness and long-term sustainability. Evidence of organisational change and sustained outcomes will form a core component of contract performance management and will inform decisions relating to contract continuation, renewal and future programme investment.

Key Deliverables

The implementing partner will be responsible for delivering the following key deliverables, aligned to the agreed scope of work, implementation timelines and Monitoring, Evaluation and Learning (MEL) requirements of the South Deep Community and Education Trusts. Deliverables should demonstrate not only the implementation of programme activities, but also measurable progress towards strengthened organisational governance, systems, leadership, sustainability and overall organisational effectiveness.

Deliverable	Description	Frequency
Inception Report	A comprehensive inception report outlining the implementation methodology, organisational strengthening approach, cohort delivery model, work plan, governance arrangements, risk management plan, participant selection and onboarding approach, and alignment with the Trusts' Theory of Change and consolidated MEL Framework.	Within 4–6 weeks of contract signing
Baseline Organisational Assessment Report	Consolidated and individual organisational assessment reports establishing baseline organisational maturity, governance, leadership, systems, operational capacity, sustainability and priority organisational strengthening needs.	Within 6 weeks of programme commencement
Organisation Strengthening Plans	Tailored Organisation Strengthening Plans for each participating organisation, outlining priority development areas, targeted interventions, milestones, expected organisational outcomes and measures of success.	Within 6–8 weeks of programme commencement
Monitoring, Evaluation and Learning (MEL) Plan	A detailed MEL Plan outlining data collection methodologies, indicators, tools, quality assurance processes, reporting timelines and responsibilities, aligned with the Trusts' consolidated MEL Framework.	Within 6 weeks of contract signing
Programme Implementation	Delivery of the approved Organisation Strengthening Programme for each cohort, including facilitated learning, coaching, mentoring, technical assistance, Board and leadership support, organisational systems strengthening and peer learning activities.	Ongoing throughout each 12-month cohort
Organisation Support Records	Records of coaching, mentoring, technical assistance, organisational engagements and follow-up support provided to each participating organisation, demonstrating responsiveness to identified organisational needs.	Updated monthly
Organisational Systems	Evidence of strengthened organisational systems and institutional improvements, including governance documentation, policies, strategic plans, financial	Submitted as completed

Strengthening Outputs	management systems, human resource policies, MEL systems, operational procedures and other organisational tools developed or strengthened through the programme.	
Attendance and Participation Records	Accurate records of organisational participation, engagement and completion of programme activities.	Ongoing
Quarterly Progress Report	Narrative and quantitative reports demonstrating progress against Organisation Strengthening Plans, organisational outcomes achieved, implementation progress, emerging risks, lessons learnt and corrective actions implemented. Reports should clearly distinguish between activities delivered and organisational improvements achieved.	Quarterly
MEL Data Submissions	Submission of complete, verified MEL data using Trust-approved templates, including supporting evidence, data quality checks and required disaggregation.	Quarterly (or as required)
Midline Organisational Review Report	A progress assessment measuring organisational improvements against baseline findings, identifying remaining development priorities and informing adjustments to organisational support plans.	Midway through each 12-month cohort
Endline Organisational Assessment Report	Comprehensive endline organisational assessments measuring organisational strengthening outcomes against baseline assessments and demonstrating changes in governance, leadership, organisational systems, operational effectiveness and sustainability.	End of each 12-month cohort
Annual Programme Report	A consolidated report summarising programme performance, organisational strengthening outcomes, lessons learnt, good practices, case studies and recommendations for continuous improvement and programme refinement.	Annually
Data and Documentation Pack	Submission of complete, verified datasets, supporting evidence, organisational assessment tools, reports and programme documentation in accordance with the Trusts' data management and protection requirements.	End of each cohort
Programme Close-out Report and Learning Session	A comprehensive close-out report and participation in formal programme reflection and learning sessions with Tshikululu Social Investments and the Trusts, highlighting programme achievements, organisational outcomes, lessons learnt and recommendations for future implementation.	End of each 12-month cohort

Technical Proposal Requirements

Organisations are required to submit a comprehensive technical proposal for the implementation of the **NGO and Community Organisation Strengthening Programme**.

Failure to comply with the proposal requirements outlined below may result in the proposal being deemed non-responsive.

Proposal Content Requirements

The technical proposal must, at a minimum, include the following:

- **Organisation Profile**, including an overview of the organisation, its organisational development expertise, relevant experience implementing similar organisation strengthening programmes, and evidence of measurable organisational outcomes achieved.
- **Understanding of the Assignment**, demonstrating the bidder's understanding of the objectives of the NGO and Community Organisation Strengthening Programme, the operating context and the anticipated organisational development needs of participating organisations.
- **Technical Approach and Methodology**, describing the proposed organisational strengthening methodology, including:
 - the organisational development model or framework to be applied;
 - the approach to conducting organisational assessments;
 - the methodology for developing tailored Organisation Strengthening Plans;
 - the proposed cohort model for supporting organisations over the 12-month programme cycle;
 - how governance, Board development, leadership, organisational systems, sustainability and resource mobilisation will be strengthened; and
 - the approach to adaptive management and continuous organisational improvement.
- **Programme Implementation Plan**, including implementation phases, timelines, milestones, key activities and deliverables.
- **Monitoring, Evaluation and Learning (MEL) Approach**, demonstrating how organisational strengthening outcomes will be measured, monitored and reported in alignment with the Trusts' Theory of Change and consolidated MEL Framework.
- **Risk Management Approach**, outlining key implementation risks, mitigation strategies and quality assurance processes.
- **Programme Team**, including key personnel, their roles, responsibilities and relevant experience.

- **Detailed Programme Budget**, including a clear budget narrative and assumptions underpinning the proposed costs.

Mandatory Organisational Documentation

Organisations are required to submit the following supporting documentation:

Organisational Documentation

- Organisation registration certificate.
- Founding documents, including:
 - Constitution; or
 - Trust Deed and Letters of Authority; or
 - Memorandum of Incorporation (MOI), where applicable.
- Proof of organisational address (not older than three months).
- Audited Annual Financial Statements (not older than 18 months at the time of submission).
- Valid SARS Tax Compliance Status PIN.
- Bank confirmation letter.
- SARS Public Benefit Organisation (PBO) approval letter or certificate (where applicable).
- B-BBEE Certificate or Sworn Affidavit (where applicable).
- Certified copies of identity documents and proof of address (not older than three months) for directors, trustees or Board members.

Proposal Submission Documents

Applicants must also submit:

- Completed RFP application form and responses to all mandatory questions (applicants are advised to prepare responses offline before completing the online submission to avoid system timeouts).
- Technical Proposal.
- Detailed Programme Budget.
- Curriculum Vitae (CVs) of all proposed key personnel demonstrating relevant organisational development and programme implementation experience.
- At least **two contactable references** or testimonials from clients for comparable assignments completed within the past **24 months**.
- Confirmation of registration with relevant professional bodies, where applicable.
- Confirmation of relevant accreditation or certification with recognised local or international professional bodies, where applicable.

- Any additional supporting documentation demonstrating the organisation's experience and capability in delivering organisational strengthening or organisational development programmes.

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All proposals, with supporting documents must be submitted using this link:

<https://tshikululu.grantplatform.com/>

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