



TERMS OF REFERENCE

CALL FOR SERVICE PROVIDERS: Process Facilitator for the South African Cities Network – Urban Safety Reference Group

06 AUGUST 2020

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1 Introduction

The South African Cities Network (SACN) was established in 2002 by the Minister for Provincial and Local Government, in collaboration with the mayors of South Africa's largest cities and the South African Local Government Association (SALGA), as an independent Section 21 company with the mandate to:

- Promote good governance and management in South African cities;
- Analyse strategic challenges facing South African cities, particularly in the context of global economic integration and national development challenges;
- Collect, collate, analyse, assess, disseminate and apply the experience of large city government in a South African context; and
- Promote shared-learning partnerships between different spheres of Government to support the management of South African cities.

The SACN operationalises these objectives through a comprehensive knowledge generation, application and dissemination agenda. It convenes peer-to-peer learning and exchange platforms in support of city practice, in part, through thematic reference groups.

Although local practitioners and many government officials in South Africa face similar challenges in addressing urban safety, there have been few opportunities for a structured exchange on urban safety issues among cities, and with relevant national government stakeholders. To close this gap, the Urban Safety Reference Group (USRG) was established in early 2014. As the first institutionalised forum in South Africa for enabling practice-based learning on urban safety and violence prevention issues, the USRG's aim is to inform urban policy, planning and management. It is a valuable and important platform for peer-to-peer learning and knowledge sharing among practitioners from the South African Cities Network (SACN) member cities and other key government role-players.

The USRG is premised on the unique position of local government to play a leading role in driving integrated approaches to preventing violence and crime that extend beyond traditional policing and law enforcement approaches or the reliance on private security firms. The USRG also confirms the strategic importance of municipalities in localising global and national policy processes aimed at safe, inclusive, resilient and sustainable cities, such as the New Urban Agenda (NUA) and the Integrated Urban Development Framework (IUDF). It provides a basis for cities to collectively raise the profile of the topic of urban safety nationally, and advocates for political, legislative, institutional or fiscal reforms to empower cities and local governments to make a more pro-active contribution to violence and crime prevention.

As part of a comprehensive programme of work, the USRG produces annual State of Urban Safety reports that offer analytical updates on crime, violence and safety in South Africa's nine largest cities. The reports reveal crucial research results, given that crime statistics do not usually provide information at this level and changes over time. Having data aggregated to city level enables cities to tailor violence and crime prevention strategies and target interventions where they are needed. The USRG also develops smaller thematic products such as policy briefs, position papers and practice guides, to give practical support to all practitioners with a role in safety promotion.

The USRG is convened by the SACN with the support of the Inclusive Violence and Crime Prevention (VCP) Programme, implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). In May 2020, the GIZ-VCP and SACN entered into a new phase of collaboration (May 2020 - June 2021) with the intention to engage key stakeholders towards continued partnership for sustaining the USRG, to stimulate a more explicit link to urban safety in national policy processes (IUDF and the White Paper on Safety and Security) as well as to endorse institutionalization of urban safety practices within South Africa's systems and institutions.

2 Objectives

Taken from the recommendations of the 2018 review of the USRG, the objective of Phase IV is to advance the institutionalisation of urban safety and to focus on learning and exchange activities for maximum value for participating practitioners and member cities. Furthermore, the sustainability of the USRG, through identification of other sources of funding to complement the GIZ investment beyond 2021, is of utmost importance. Aligned to these priorities, the Phase IV programme of work is designed around an **overarching impact statement and 5 outcome areas** as follows:

“City residents enjoy safer neighbourhoods, are able to thrive and actively take part in community life.”

The **planned outcomes** for the Phase are:

1. Improved understanding and behavior of policy-makers, CBOs, businesses and communities regarding safety (operationalising the ‘whole-of-society’ approach)
2. Safety is mainstreamed and institutionalized across member cities
3. There is greater political will, ownership and championship around the topic of urban safety in member cities
4. An evidence-based, gender-centred, community-oriented approach to prevention is prioritized within member cities’ safety strategies
5. The required finances and capacities are in place for the USRG to be sustainable

For the implementation of the programme of work and its various components, the USRG seeks the services of a process facilitator. Among the key functions the service provider(s) will support the regular (virtual and in-person) learning engagements of the USRG by designing and facilitating impactful sessions in line with peer-to-peer learning as well as the knowledge generation and application objectives. The sessions should encourage active participation. They should also enable/empower member cities and practitioners to translate new learnings to the desired practices, drive the institutionalization and sustainability agendas and realize the 5 outcome areas.

3 Scope of work

The process facilitator will be responsible for the design and implementation of a variety of engagements starting end of August 2020 until June 2021. Under the supervision and in close cooperation with the dedicated team comprising representatives from SACN and GIZ-VCP, the service provider will implement the following tasks:

1. Creation of a methodology and a workshop schedule based on the Financial Agreement between SACN and GIZ-VCP (FA and Operational Plan attached to these ToR). The workshops/ training sessions should be interactive, engaging and participatory. They should grow the capacity of participants to individually and collectively drive the Phase IV agenda. For selected sessions/themes/topics, additional subject area expert(s) will be procured.
2. Conceptualize and facilitate nine (9) half- day virtual engagements during the timeframe mentioned above, aimed at assisting members of the USRG to operationalise the various components of the Phase IV programme of work. These engagements should enhance the capacity of USRG members

to act as ambassadors of urban safety within their cities/ institutions (championing the role of Local Government in building safer communities).

3. Design/develop a suitable agenda for each of the engagements; and produce easy to read outcomes reports thereof (no longer than 2-4 pages)
4. Conceptualize and facilitate two full-day workshops. The first will be an interim workshop (by the end of 2020) aimed at evaluating progress regarding the implementation of the operational plan and identify how to adapt the approach where necessary. The final full-day workshop (towards May 2021) is aimed at evaluating progress towards the 5 outcomes of the financial agreement and to develop a clear way forward where the USRG is lagging.
5. Develop an interim report (after the first full-day workshop) on the implementation of Phase IV tasks, with clear recommendations on the functioning and actions required for the USRG to meet its objectives
6. The engagements/workshops/training sessions are aimed at enhancing the value of joint learning and exchange amongst cities and to strengthen participants' understanding and role in building safer communities. Therefore, the service provider is expected to provide ongoing advice and support to the USRG.
7. The USRG will engage a wider pool of experts on selected thematic topics to provide further specialized training and support. The service provider is expected to coordinate these sessions/inputs together with the secretariat (SACN) and the GIZ-VCP team.
8. Produce a final report on all tasks upon concluding all engagements/training sessions/workshops.

4 Methodology

The successful service provider must apply a mix of participatory and web-based/virtual facilitation methods aligned to the Phase IV Operational Plan and Financial Agreement between GIZ-VCP and SACN. For this purpose, they should be familiar with online tools such as Miro/ Mural and MS Teams.

In-person engagements are subject to developments around the covid-19 pandemic. The workshops/ training sessions and other engagements must be in coordination with a dedicated team from GIZ-VCP and SACN.

5 Time scale

The process facilitation is envisioned to kick off at the end of August, with a half-day virtual workshop, and end in June 2021. Successful bidders should be prepared to develop training/workshop schedule entailing monthly engagements, in close coordination with the USRG secretariat (SACN) and the GIZ-VCP team. The first engagement will be in late August, where the USRG will hold a joint session with the EPWP Reference Group.

6 Deliverables

The following series of deliverables is expected:

1. Inception meeting to coordinate the programme of work [By 25th of August 2020].
2. A presentation of a work plan/schedule with clear expected outcomes in line with objectives articulated in sections 2 and 3.
3. Monthly half-day engagements, beginning with a USRG-EPWP joint session scheduled tentatively for the 26th August
4. Interim Report with recommendations regarding the realisation of the Phase IV programme of work
5. Final report on all components by May 2021.

SACN and GIZ-VCP will conduct an internal commenting process following which the service provider(s) should use the remaining weeks to end June 2021, to integrate and finalise the report and all invoicing.

7 Management

Successful bidders will be expected to produce – in consultation with the dedicated Project Managers - an agreement within 1 week of confirmation of contract. This should include a detailed project plan, indicating delivery timeframes, intermediate milestones (linked to deliverables outlined in Section 6), communication protocols, human resources etc. Indications of any identified risks and potential for additional resources or requirements should be indicated as far as possible at this stage.

Within a month of the end of the period, bidders must submit the final report with comments addressed, along with the completion invoice.

8 Expertise required

The successful bidder should display relevant experience, technical expertise or capabilities with respect to the following:

Excellent facilitation experience and skill for both virtual and face-to-face meetings

Strong understanding of the multiple dimensions of urban safety promotion and all relevant actors across government and society.

Interpretation of the brief in line with Phase IV objectives and programme of work

Knowledge to work with online tools such as Mural/ Miro and MS Teams. Experience with visual harvesting methods would be of added advantage.

Knowledge and understanding of the literature, policy and practice of urban governance

Knowledge of powers and functions of local government as defined by the Constitution and relevant legislation, and policy documents such as the 1998 White Paper on Local Government (viz. participatory democracy, custodianship of space), 2016 White Paper on Safety & Security, the IUDF, SDFs, IDPs etc.

Strong analytical and complex systems thinking abilities

Scholarly [primary and secondary] research, research methods, analysis and writing with practical application

A track-record of good, accessible communication and writing

Ability to work to timeframes and specified outputs

Familiarity with the South African Cities Network and GIZ-VCP would be of added advantage

9 Assessment of quotations

Bids will be adjudicated on relative value for money gauged against the following criteria:

- Proposal and methodology quality; 40%
- Qualification, track record & references of personnel that will work on the project; 40%
- Diversity & level of ownership and project involvement of Previously Disadvantaged Individuals; 20%

10 Resources and costing

Interested bidders should submit a cost proposal based on up to 30 person days. Remuneration will be based on timesheets reflective of actual days worked. Bidders should note that all engagements (referred to under deliverables) will be held virtually until further notice or as and when it becomes safe to have face-to-face

engagements. The successful bidder may need to include the support of a technical assistant for all engagements in their proposal.

11 Applicable terms and conditions

SACN reserves the right not to award this contract, or to renegotiate its terms, subject to circumstances and adequacy of submissions. The selection will be based on the strength and relevance of the proposal and contribution to capacity building for improved multi-stakeholder practice on urban safety.

12 Submissions & Enquiries

Interested contributors should provide:

- An outline describing the proposed approach to the facilitated workshops/training sessions and reporting. The proposal should link explicitly to the Phase IV programme and operational plan.
- Copies of profiles and CVs of all personnel assigned to the project, including technical support persons.

Enquiries regarding the call and project will be accepted no later than 13th August 2020. For technical enquiries please contact Sipehelele Ngobese Sipehelele@sacities.net and/or Thomas Hellmann thomas.hellmann@giz.de. All enquiries received by closing dates will be posted /made available on the SACN website (legal obligations). Base documents relevant to the development of proposals are attached as annex to these ToR.

Final proposals should be sent by email to sadhna@sacities.net cc sophia@sacities.net by close of business on Tuesday, 18th August 2020.