

REQUEST FOR PROPOSALS:

The appointment of Persons/Consultancy to Provide Fundraising and Advocacy Services for the South African Cities Network

24 August 2020

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1. INTRODUCTION

The South African Cities Network (SACN) is a Non-Profit Company, and an established network of South African cities and partners that encourages the exchange of information, experience and best practice on urban development and city management. Working together with South African cities and partners through research, knowledge sharing, peer learning and innovation, the SACN is at the forefront of efforts to achieve the urban futures vision outlined in the Integrated Urban Development Framework (IUDF) and the National Development Plan (NDP). The mandate of the SACN is 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.

** For a more complete profile of the SACN please read Annexure A.*

2. BACKGROUND

The SACN has throughout its existence been primarily funded by a grant from the Department of Cooperative Governance and Traditional Affairs, and subscription fees received from participating cities. However, given the prevailing financial challenges experienced by most cities, this funding source has tended to be intermittent and unreliable, with negative effects on the continued viability and sustainability of the SACN.

In order to pursue its operations and programmatic work, the SACN needs to augment its revenue sources by venturing into fundraising and long-term partnerships.

3. INVITATION FOR PROPOSALS

The SACN is seeking the services of a suitably qualified and experienced Service Provider with requisite leadership and technical skills to source funding from potential funders/partners. The successful bidder will also be required to identify and secure, in collaboration with the SACN Fundraising and Advocacy Committee, key stakeholders with whom the SACN could partner.

Proposals are hereby invited from bidders to provide the following services:

- Develop a Funding and Financing Strategy which identifies eligible and innovative funding and financing solutions and strategies for the SACN. This includes identification of possible revenue streams, available grants, donors, benefactors, partnership and patrons.
- Develop a Fundraising action plan inclusive of a marketing plan, a soft market testing to gauge funder / donor appetite and a list of prospective funders/donors to engage with,

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SACN Council Chairperson: Cllr. Xola Pakati (Executive Mayor of Buffalo City Metropolitan Municipality)

Company Registration Number: 2002/031754/08 / **Non-Profit Organisation Number:** 032-488-NPO

- Identify and secure partners whose mandates align with that of the SACN and who have the resources to fund and sustain operations of the SACN.
- Mobilise and secure funding for the operations and programmes of the SACN, and target of at least 5 funding agreements within the first 12 months after signing the contract, and up to 10 funding agreements by the end of 24 months.

4. PROPOSAL SPECIFICATION

The RFP specifications are detailed below and the evaluation process will be based on the criteria set out in section 5 (evaluation process and criteria). All RFPs are to be submitted in a format specified in this document.

4.1 SCOPE OF WORK

The Fundraising Consultant (s) will be required to provide the following services as a minimum:

i. Funding Strategy

- Identify eligible and innovative funding and financing solutions and strategies for the SACN. This includes identification of possible revenue streams, available grants, donors, benefactors, partnership and patrons.
- Present the Funding Strategy to the SACN Fundraising and Advocacy Committee and the Board for comment and approval.

ii. Funders and stakeholder identification

- Identify potential funders and donors, nationally and internationally, including the public and private sector donor and grant funding market.

iii. Fundraising plan and fundraising campaign

Develop a fundraising action plan inclusive of a marketing plan and a list of potential funders to engage with. This should include:

- Defining the objectives and approach to fundraising in line with SACN vision and its strategic plan;
- Developing a detailed project implementation plan;
- Determining realistic fundraising goals and state how much capital can realistically be raised for each option and in what timeframe;
- Facilitating funding related engagements between SACN and potential funders and donors;

- Providing quarterly reports on the work completed, or as required by the SACN;
- Developing funding proposals in consultation with SACN Fundraising and Advocacy Committee and according to the requirements of the appropriate funding authority, upon approval of the fundraising plan; and
- Developing and submitting proposals and applications to prospective funders and donors, and assisting with deal structuring and execution of the funding option in line with the SACN's vision, programme needs and priorities.

Based on our operations and programmes, the funding required by the SACN over the 24 months is anticipated to be R40-R56 million.

4.2 EXPECTED DELIVERABLES

The Fundraising Consultant is expected to deliver the following:

- Develop and submit Funding Strategy;
- Develop and submit Fundraising Action Plan;
- Develop a donor database:
 - o A list of local and international organisations, government agencies and business sector organisations that may have interest in supporting the SACN mission; and
 - o A list of funding opportunities, prioritized according to the best possible match between the scope of future independent organisation's activities and donor interests;
- Results of soft market testing.
- Achieve a target of at least R22 million of funding received by the SACN for its operations programmes within the first 12 months
- Partnership agreements and MOUs with entities or partners who have an interest in the activities and mandate of the SACN and who can provide funding for the sustainability of the SACN
- Framework for project proposal/grant applications for specific sources of funding for the future operations of the SACN and its programmes.

4.3 PROJECT TIMELINES

The bidder must outline the deliverables and associated timelines.

4.4 BACKGROUND DOCUMENTATION AND PREPARATORY WORK

The winning bidder will have to become familiar with all background documentation of the SACN and review all documents, including:

- The SACN 5-year strategic plan and all relevant existing reports, studies etc. to become familiar with the SACN body of work
- The SACN's strategic review and organisational sustainability report
- SACN Annual Reports (since 2016)
- SACN governance protocols and other documents as deemed appropriate.

4.5 SUBMISSION REQUIREMENTS

Bidders should provide the following items as part of the proposal for consideration:

4.5.1 BIDDER'S PROPOSAL ON APPROACH AND METHODOLOGY

- Provide an executive summary which describes the services that will be provided and how the firm will address the needs, objectives and requirements outlined in Scope of Work;
- This response should include a detailed description of the approach or plan to be used. The detailed plan shall focus on the methodology used for management and execution of the required services. The plan should demonstrate an overall understanding of the Scope of Work to be performed and will be judged on clarity, comprehensiveness and presentation of materials in a thorough, concise format;
- Demonstrable understanding of the SACN's activities and programmes and beneficiary stakeholders; and an ability to interpret this understanding and knowledge into effective fundraising communications;
- Demonstrate knowledge of the national and international donor and grant market;
- Demonstrable knowledge and understanding of the key stakeholders in urban development and city governance in South Africa, Africa and the World;
- Provide samples of fundraising material, including a sample of a fundraising plan and progress reports;
- Provide a timeframe for the fundraising campaign; and

- Provide a description of the policies and procedures that validates that a high level of confidentiality is maintained and will comply with the SACN requirement to protect the privacy of its donors.

4.5.2 BIDDER'S EXPERIENCE AND REFERENCES

- Description of experience and success in raising different sources of funding including grant funding and donations,
- Provide a schedule of past and current successful similar fundraising services. Experience in raising funds from international donors or grants will be an added advantage;
- Provide a list of client references of institutions which demonstrates experience in providing services similar in scope required by this RFP. References shall include date and description of service, term of agreement, organization's name, and contact person, title, address and telephone number; and
- Provide samples of fundraising material, including the fundraising plan and sample of progress reports.

4.5.3 BIDDER'S RESOURCES

- Provide a list of consulting staff who will be assigned to support the SACN in aspects relating to this project. For each individual include previous experience and percentage of time expected to be devoted to this project and in what roles.

4.5.4 PRICING PROPOSAL

- Provide cost proposal commensurate with proposed services, based on a success fee basis. Price needs to be provided in South African Rand (Incl. VAT).

5 FUNCTIONAL EVALUATION CRITERIA

The SACN will apply a multi-criteria approach in evaluating the prospective bids in line with the applicable supply chain management procedures.

5.1 ELIMINATION CRITERIA

Proposals will be eliminated under the following conditions:

- Submission after the deadline;
- Submission of incomplete documentation
- Submission does not respond to scope of work required.

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6 DEADLINE FOR SUBMISSION

Proposals shall be submitted electronically to info@sacities.net no later than the closing date of **Friday, 18 September 2020**.

7 EVALUATION PROCESS

Evaluation of proposals

All proposals will be evaluated by an evaluation team for functionality, price and B-BBEE. Based on the results of the evaluation process and upon successful negotiations, the SACN will approve the awarding of the contract to successful bidder.

8 APPOINTMENT OF BIDDER

8.1 The contract will be awarded to the Bidder who scores the highest total number of points during the evaluation process.

8.2 Appointment as a successful Bidder shall be subject to the parties agreeing to mutually acceptable contractual terms and conditions. In the event of the parties failing to reach such agreement, the SACN reserves the right to appoint an alternative supplier.

8.3 No regret letters will be sent to unsuccessful Bidders.

9 ENQUIRIES AND CONTACT WITH THE SACN

All enquiries with the SACN can be sent to Luncedo Njezula: luncedo@sacities.net

10 COST OF PROPOSAL

Bidders are expected to fully acquaint themselves with the conditions, requirements and specifications of this RFP before submitting proposals. Each Bidder assumes all risks for resource commitment and expenses, direct or indirect, of proposal preparation and participation throughout the RFP process. The SACN is not responsible directly or indirectly for any costs incurred by Bidders.

11 ENGAGEMENT OF CONSULTANTS

The consultants will only be remunerated at the rates:

11.1 Agreed to by both parties

11.2 The remuneration will only be on a success fee basis, meaning the successful bidder will only be remunerated a percentage of secured funding. **No additional remuneration will be offered by the SACN.**

12 ADDITIONAL DOCUMENTS REQUIRED

- Original or certified copy of the B-BBEE certificate
- Tax Clearance Certificate
- Company registration certificate

13 DISQUALIFICATION

- An omission to disclose material information, a factual inaccuracy, and/or a misrepresentation of fact may result in the disqualification of a bidder, or cancellation of any subsequent contract.
- Failure to comply with any of the terms and conditions as set out in this document will invalidate the Proposal.

14 THE SACN RESERVES THE RIGHT TO

- Extend the closing date
- Verify any information contained in a proposal
- Request documentary proof regarding any tendering issue
- Appoint one or more Bidders, separately or jointly (whether or not they submitted a joint proposal);
- Award this RFP as a whole or in part; and
- Cancel or withdraw this RFP as a whole or in part.

15 DISCLAIMER

This RFP is a request for proposals only and not an offer document. Answers to this RFP must not be construed as acceptance of an offer or imply the existence of a contract between the parties. By submission of its proposal, Bidders shall be deemed to have satisfied themselves with and to have accepted all Terms & Conditions of this RFP. The SACN makes no representation, warranty, assurance, guarantee or endorsements to Bidders concerning the RFP, whether with regard to its accuracy, completeness or otherwise and the SACN shall have no liability towards the Bidder or any other party in connection therewith.

16. ANNEXURE A

South African Cities Network Company Profile

Description of the business including the mission and/or vision

The South African Cities Network (SACN) was established in 2002 by the South African Minister for provincial and local government in collaboration with the mayors of the country's nine largest cities and the South African Local Government Association (SALGA). The current participating cities of the SACN are:

- Buffalo City Metropolitan Municipality
- City of Ekurhuleni
- City of Johannesburg
- City of Tshwane
- eThekweni Metropolitan Municipality
- Mangaung Metropolitan Municipality
- Nelson Mandela Bay
- Msunduzi Local Municipality

Our Vision:

Our vision is to educate society (including other spheres of government) on the role and responsibilities of urban local government and to provide thought leadership by producing and disseminating credible and evolving knowledge about cities.

Our Mission:

- To promote good governance and management of South African cities.
- To analyse strategic challenges facing South African cities, particularly in the context of global economic integration and national development.
- To collect, collate, analyse, assess, disseminate and apply the experience of large city government in a South African context.
- To promote a shared-learning partnership between different actors to support the governance of South African cities.

Our Values:

- Knowledge-in-Action
- Shared learning
- Partnership
- Innovation
- Agility

Research Products

Our research and knowledge hub is an access point for those seeking to learn more about urban development in a South African context. There are six distinct research areas within the knowledge hub:

- Built Environment
- City Development Strategy
- Inclusive Cities
- Productive Cities
- Sustainable Cities
- Well-Governed Cities

Our flagship research report, the State of South African Cities, reviews the performance of South African municipalities over the five-year local government administrative cycle.

It aims to:

- Assess the progress made by South African cities in relation to key development outcomes.
- Review strategic problems and opportunities facing cities.
- Synthesize research findings on the planning, development and management of cities for incoming administrations, amongst other things.

We also host various conferences and events to establish strategic relations locally, regionally and internationally that will support the work of our network and encourage the universal messages about cities, urban development and local government. The observations made during these discursive engagements are published on our website and social media channels.

Description of our services

- Our company analyses strategic challenges facing South African cities.
- We collect, collate, analyse, disseminate and apply the experiences of large city governments in a South African context.
- We also promote a shared-learning partnership between different spheres of government to support good governance of South African cities.

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Special programmes and projects

SACN runs several projects that aim to create liveable, safe, and resource-efficient cities across South Africa that are also socially integrated, economically inclusive and globally competitive.

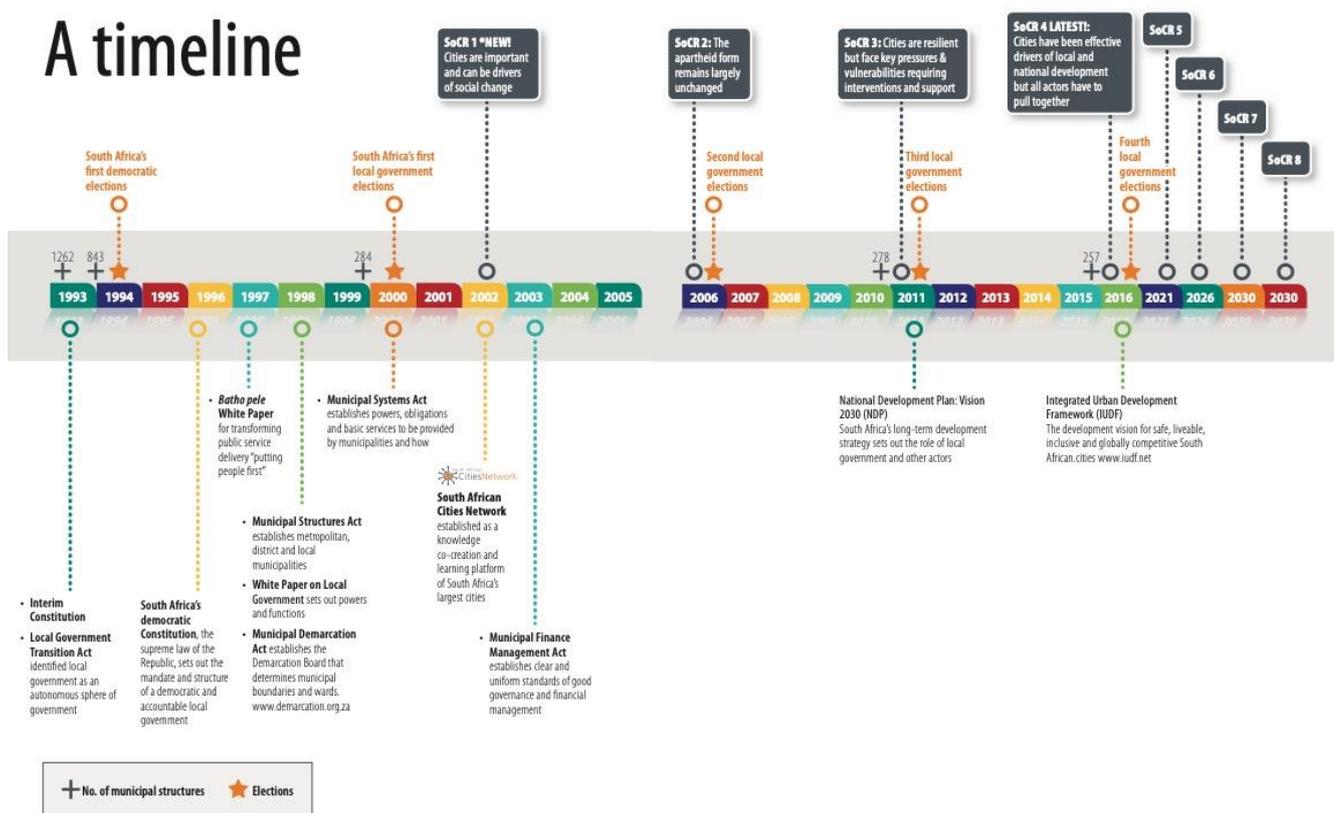
Special projects within our current strategic development plan centres on the following five programme areas: People, Space, Systems, Institutions, and Engagement.

- The People programme aspires to strengthen urban economies and improve local economic governance. It also examines and suggests how cities can become safer and more liveable.
- The Space programme analyses the spatial transformation capabilities of a city. It reviews the resources and skills a city already has at hand and suggests ways in which its infrastructure can become more sustainable.
- The Systems programme utilises a foresight project to create potential future city scenarios. This encourages cities to prepare for urban development in innovative ways.
- The Institutions programme supports the Urban Governance Project and Metro Finance Capability Project. Both projects aim to strengthen the institutional and financial capabilities of a metropolis in order to create an environment in which city development is possible.
- The Engagement programme aspires to create cities that communicate, empower, and learn from each other. It enhances the role of cities as the key to national growth, development, and stability

History, expansion, and growth

The establishment of the SACN happened at the time when the White Paper on Local Government (1998) and subsequent legislation (i.e. the Municipal Structures Act, Municipal Systems Act and the Municipal Financial Management Act) had been passed and municipalities were grappling with the implementation thereof. It was also the time of the first democratic local government elections that took place in December 2000. During this period, it became clear that there was a need to assist the local and provincial government by launching a more direct and meaningful platform for larger cities to interact with each other. Through this platform they would be able to share knowledge and experiences based on their peculiar circumstances.

A timeline



Since its inception, the SACN has functioned as a network of the nine largest cities in the country rather than as a representative structure. Our role, in line with our mandate and mission, is to complement and supplement the broader set of institutional arrangements and linkages that cities have.

Industry information

SACN aims to promote the good governance and management of South African cities by focusing on urban development and city management across a national, continental, and global scale. In the national sphere, we are affiliated with the Integrated Urban Development Framework (IUDF) policy and the National Development Plan (NDP). The IUDF evaluates the distinct development challenges South African cities face, while the NDP offers a long-term plan to eradicate poverty and reduce inequality by 2030. Both associations seek to improve matters like sustainable housing, quality public transport, and employment opportunities so that all South African residents can actively participate in urban life.

Within the continental urban development domain, SACN supports the African Union's Agenda 2063. This agenda maps out the desired socio-economic transformation of Africa by 2063 and proposes how such a continental transformation could be accelerated and managed.

On a global scale, we've sought to follow the guidance of the United Nations' New Urban Agenda (NUA) and their Sustainable Development Goals (SDG). The NUA offers global policies and standards required to achieve sustainable urban development. This agenda has challenged us to rethink the way we build, manage, and live in cities. It has also shown us how urbanisation is a collective effort as it involves cooperation between multi-stakeholders, international investors, the private business sector, citizens, and the government.

The United Nations (UN) launched SDG as a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. There are 17 goals in total that the UN encourages all nations to achieve by 2030. The goals range from gender equality and affordable and clean energy to quality education and zero hunger. Our company is currently focused on attaining goal 11, which entails making cities and communities inclusive, safe, and sustainable.

Goal 11 targets a number of outcomes such as:

- Creating access for all citizens to safe and affordable housing, as well as improving South Africa's informal settlements.
- Increasing access to affordable, accessible, and sustainable transport systems.
- Reducing the environmental impact of cities by being mindful of climate change and waste management.
- Structuring inclusive, safe spaces particularly for women and children, older persons, and persons with disabilities.

Core team details

Our staff currently consists of 27 team members that work across an operations department and four function groups (Knowledge Generation, Knowledge Dissemination, Knowledge Application, Network Governance).

The Executive Committee includes our Chief Executive Officer, as well as three executive managers that separately oversee our finances and corporate services, our list of programmes, and our governance and communications.

The Programmes Team is complete with four programme managers across the Productive Cities, Built Environment, Well-Governed Cities, and Sustainable Cities programmes. Additionally, this team also includes a programmes coordinator, two project managers, three researchers, and four research interns.

In our Governance and Communications Team, we have enlisted a communications assistant, a senior manager of strategic governance and reporting, an IUDF communications coordinator, and a marketing and communications specialist.

Participating Cities and partners portfolio

We maintain funding partnerships with municipalities, national government departments, and private companies in order to perform research work relevant to our mission and our funding partners.

In the current strategic development plan cycle, we have established long-term public funding partnerships with the Department of Cooperative Governance and Traditional Affairs, the Department of Public Works, and the Development Bank of South Africa.

We have also established long-term private funding partnerships with the Deutsche Gesellschaft für Internationale Zusammenarbeit (a German development agency), the Agence Française de Développement (a French development agency), and the Japan International Cooperation Agency.

Furthermore, our organisation has crafted several partnerships with numerous urban planners, property developers, transport planners, policy analysts, and economists. We rely on these urban development and city planning experts as our technical counterparts. We consequently work closely with the following government departments:

- Department of Water Affairs
- Department of Human Settlements
- Department of Rural Development and Land Reform
- Department of Environmental Affairs
- Department of Transport