



TERMS OF REFERENCE

CALL FOR SERVICE PROVIDERS: ADAPTATION OF THE GUIDEBOOK FOR COMMUNITY SAFETY PLANNING – DEVELOPMENT OF AN ADDITIONAL CHAPTER ADDRESSING THE NEEDS OF METROPOLITAN MUNICIPALITIES

18 SEPTEMBER 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, 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.

The Urban Safety Reference Group (USRG) was established in early 2014 to close this gap. 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) participating 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 is also premised on 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)

The USRG further provides a basis for cities to collectively raise the profile of the topic of urban safety nationally, and advocates political, legislative, institutional or fiscal reforms to empower cities and local governments to make a more pro-active contribution to violence and crime prevention.

The USRG is convened by the SACN with the support of the Inclusive Violence and Crime Prevention (VCP) Programme. The VCP Programme is a joint development cooperation programme between the governments of South Africa and Germany; implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Within this collaboration, a [“Guidebook for provincial and municipal officials on Developing Community Safety Plans”](#) was developed and tested in various municipalities in Gauteng and the Eastern Cape between 2016 – 2018. A key recognition however, is that differences in scope, capacity, knowledge and expertise from a metropolitan municipalities perspective require a slightly different approach. Therefore, the USRG is embarking on a process of adapting the existing Guidebook to include an additional chapter specific to the metropolitan municipal context.

2 Objectives

The USRG actively supports the institutionalisation of urban safety in city planning and focuses on multisectoral interactions and improved inter-governmental coordination / alignment for achieving safer cities. It includes a designed approach to bringing across urban safety elements within IUDF implementation; continued engagement on the White Paper on Safety and Security and implementation thereof and; strengthening

relationships and partnerships with national institutions with a role in supporting the urban safety agenda both nationally and internationally.

The **overarching impact** statement anchoring the activities of the USRG in its fourth (IV) Phase is:

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

To achieve this, the mainstreaming and institutionalisation of safety across participating cities, utilising the support of various national departments and entities, is a critical area of intervention. The adaptation of the [“Guidebook for the Developing Community Safety Plans”](#) is complementary to this as well as various other USRG processes including the planned guideline for the development of city-wide safety plans and strategies.

The service provider is expected to clarify aspects unique to the metropolitan level while integrating USRG learnings and any existing guidelines for safety planning relevant to the metropolitan context. This will be achieved by identifying community safety issues specific to metros, including aspects around Community Safety and Metro Police Units.

An output of this process will be an additional chapter, developed in consultation with the USRG, which will then be added to the existing Guidebook.

3 Scope of work

We are inviting bidders to develop an additional chapter to [“The Guidebook for Developing Community Safety Plans”](#), by identifying and taking into consideration metropolitan specific community safety challenges, needs and institutional arrangements. The Chapter of approx. 10-15 pages should entail a detailed enquiry into community safety planning issues affecting metropolitan municipalities (by engaging with key documents and consulting urban safety practitioners/members of the USRG). The chapter is further envisioned to consider the implications of metropolitan specific aspects on participatory community safety planning approaches and city-wide safety strategy development. The chapter must take the relevant policies, plans and frameworks; such as the Integrated Urban Development Framework (IUDF) and other city specific planning instruments, into consideration.

The chapter should consider the following elements (bidders are encouraged to propose further aspects):

- Institutional arrangements (e.g. specialised units, resources, metropolitan police, broad civil society)
- Role of the metropolitan police in safety and crime prevention
- Structural issues (e.g. informality and informal settlements, Homelessness, gang violence)
- Space and access (e.g. Crime prevention through environmental design, spatial legacy of Apartheid, precinct management, inclusive public spaces)
- Mainstreaming of safety within metropolitan IDPs, including budget implications (including suggestions on the process to integrate safety into IDPs and how to secure budget)
- Integrated planning (e.g. community participation and interdepartmental cooperation)
- Monitoring, Evaluation and Learning by taking municipal capacities into consideration

The finalised chapter should

- Clearly delineate aspects/issues specific to the metropolitan level. It should highlight the potential contributions and capacity building needs of city governments particularly with respect to participatory community safety planning and city-wide safety strategy development.
- Include or reference examples/cases of success, preferably in South Africa and the global South.
- Be clear and consistent in its use of terminology.

- Consider existing guidelines from metro municipalities on community safety planning.
- Refine what is already included in the guidebook, its annexures and templates to be provided, of the existing Guidebook.
- Align to other chapters of the existing Guidebook.
- Contain a list of abbreviations and resources.

Bidders must demonstrate a clear understanding of factors that are relevant to urban safety and participatory (community safety) planning. The focus of the chapter should be less of a theoretical engagement or review and more of a technical discussion with practice recommendations and application examples.

4 Methodology

The successful service provider must apply a mix of qualitative and quantitative research methods i.e. (desktop research, case study analysis or interviews with USRG members, focus group surveys/interviews etc.).

5 Time scale

The project will kick off at the beginning of October 2020, ending in December 2020 (est. 3 months, with approximately 15 working days. Successful bidders should be prepared to attend 3 (virtual USRG engagements at the inception, midterm and final stages of the project. This forms part of workshopping and ongoing consultation with the USRG on the direction the chapter is taking. Virtual project management meetings will be held, in addition to these engagements.

6 Deliverables

The following series of deliverables is expected:

1. Agreement with the project manager on delivery timeframes, and intermediate milestones within 1 week of confirmation of contract (early October 2020);
2. Areas specific to Metropolitan Municipalities participatory community safety planning are identified and agreed with USRG (mid-late September)
3. Draft content for the additional chapter presented to USRG (1st week of November)
4. Testing of the content with a selected group of urban safety practitioners (3rd week of November)
5. Content for additional chapter is finalised & content is aligned to the format / outline of the existing Guidebook (1st week of December)
7. The chapter is presented to the USRG and approved pending requested changes (2nd week of December).
8. Finalised chapter (by 16th of December 2020).

Specifications for the chapter are as follows:

- a. Page count should not exceed 10-15 pages (font Arial, font size 10, spacing 1.5), including list of abbreviations, endnotes and list of resources.
- b. The chapter is to be submitted as a Word document with supporting figures. All elements including graphs, maps and images must be supplied in high-resolution with open files where applicable.

c. While mainly, the chapter should align with the existing Guidebook, the SACN Authors and Data Guide should be consulted and applied where relevant, e.g. end notes should be used for supplementary remarks and references.

7. Management

Successful bidders will be expected to produce – in consultation with the Project Manager(s) - 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 paper with comments addressed, along with the completion invoice.

8 Expertise required

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

Degree in Humanities; Public Management, Public Policy or any related qualification in local government

Strong understanding of and experience in municipal community safety planning. The ability and experience to relate the theme to urban processes, debates and contexts.

Knowledge of powers and functions in South African government in relation to community safety planning and violence prevention as defined by the Constitution and relevant legislation, and policy documents such as the White Paper on Safety and Security 2016, Integrated Urban Development Framework (IUDF) etc.

Knowledge of the municipal/local government mandate and other potential roles or contributions in relation to community safety planning and crime and violence prevention.

Expertise on working with metropolitan municipalities on issues like Community/ Public Safety, including the Metro-Police with its mandate and functions.

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 proposals based on 15 person days. The payment schedule for the final agreed amount will be in two tranches (beginning and end of the project). Contributors should note that all engagements (referred to under deliverables) will be held virtually.

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 enhanced community safety and participatory processes.

12 Submissions & Enquiries

Interested contributors should provide:

- An outline describing the proposed approach to the the development of the additional chapter, themes to be addressed and methodology
- Copies of profiles and CVs of all personnell assigned to the project.

Enquiries regarding the call and project will be accepted no later **25 September 2020**. The Guidebook for Community Safety Plans is available online at <https://www.saferspaces.org.za/learn-how/entry/a-guideook-for-provincial-and-municipal-officials>. For any technical enquiries please contact Sipehelele Ngobese on sipehelele@sacities.net and/or Thomas Hellmann on thomas.hellmann@giz.de. All enquiries received by closing dates will be posted /made available on the SACN website (legal obligations).

Final proposals should be sent by email to sadhna@sacities.net cc sophia@sacities.net by close of business on **30 September 2020**.