



# TERMS OF REFERENCE

CALL FOR PAPERS: “GOOD HOOD STORIES: PHASE 2”

November 2020

## Background

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, analyses, 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.

Within the SACN, the Built Environment Integration (BEI) programme was established to support local government practitioners who plan and implement spatial transformation and integration in the built environment and to drive a practitioner-centric research agenda to understand how and why spatial transformation is being hindered. One of the BEI programme's methodologies has been the use of a case-study approach to provide an in-depth understanding of how different spatially transformative projects play out in respective metros through the Practice Report completed in 2020. Other research projects include the Political-Administrative Interface Report published in 2019 that unpacks the tensions and lack of understanding between politicians and administrators. Currently, the Legislative Review Report as well as the Rules of the Game Project is being completed. The insights from these projects have provided the basis for the State of Cities Report's (SOCR) Built Environment chapter.

While the findings of these projects, and indeed the SOCR chapter itself, provide critical and pioneering insights into built environment integration practice and the experiences of navigating the system, they have a particular focus on the *challenges* and *problems* affecting local government. While this diagnostic approach is necessary to shed light on the issues that practitioners face on a daily basis, it is equally important to celebrate and learn from cases of *good practice* in the built environment. The feedback on the projects and the SOCR chapter, while very complementary of the work, often picks up on the generally pejorative crux of the findings. It is the intention of The Good Hood Stories, to shift the focus from the negative aspects of the city environment, to instead highlight cases of good practice that cities can be proud of and can further inspire more good practice.

Aside from the work of SACN, municipalities in South Africa are undoubtedly going through a difficult time. This has been particularly true since the outbreak of the Corona Virus and the multi-dimensional pressures the pandemic has placed on municipalities. Yet even before the outbreak, there has been a growing sense of dissent and unhappiness from residents towards municipalities. While the cause for residents' discontent has no doubt been entirely legitimate, there have nonetheless been cases of exemplary work from all sectors of society that should be recognised and celebrated.

## Objectives

The project's objective is to:

- Celebrate cases of good practice in cities across South Africa
- Demonstrate that good things are happening in our cities by different sectors of society
- Engage with residents of cities and spread the work and image of SACN into communities leading up to the launch of the SOCR
- Shift the perception that SACN's commentary on Cities is dominated by a negative discourse
- Share the learnings of good practice from a number of projects to inspire future good practice across cities

## Project overview

This project was initially going to be two separate projects - a paper series from the Built Environment Integration (BEI) Programme and a media campaign from the Communications Team. After realising how similar these two projects are in their objectives, it was decided that these two projects be conceptualised as one project to be managed collaboratively between the Comms team and BEI Programme, over two phases of work. **The second phase will be carried out with the help of a service provider.**

- a. The first phase is for the SACN Comms Team to run this project as a social media campaign where residents from the Metros across South Africa can nominate stories from their city through a dedicated online form. Each story will share a case where a project has been implemented that has made residents feel inspired to be part of the city. Projects can be implemented by any sector of society. Residents can submit a photograph, graphic or video to support their story. Residents will submit their nominations to SACN, which will then be shared on SACN social media as part of a media campaign. Stories will be packaged with designed content for social media and can be shared weekly.

At the end of the comms campaign, the SACN Built Environment Team and the Comms Team will together choose four (or more) stories which are the most interesting and contain good lessons for practitioners. The four stories selected for further study should include at least one of the following:

- Collaboration across spheres of government
  - Partnership with community or civil society
  - Spatial transformation
  - Improvement to an informal settlement
  - Creative and innovative practice
  - Strong and decisive leadership
- b. **The second phase of the project will be the focus of the successful service provider responding to this RFP.** Phase two will explore the selected four cases further through interviews and research with practitioners, residents and any other stakeholders involved in the project.

The deeper dive into these four cases aims to unpack some of the learnings of good practice that was required for these projects or initiatives to be a success. A poster series and short video series will be created to capture the lessons of these projects which will be shared via SACN social media to celebrate the good work that has been done and inspire further good practice. The poster and video series will also demonstrate, through the voices of residents, the real impact of these projects on people's lives.

## Scope of work for the service provider

The successful service provider will be required to carry out the second phase of the project.

This piece of work can be seen as having three elements which will require a multi-disciplinary team with both research, film-making and design competencies: desktop and field research and interview process with the stakeholders involved in the four chosen projects; production of a short video (5 min per project) capturing the key learnings from the projects; production of a poster series for each project graphically capturing the details of the project and key learnings.

The team will be required to travel to each project location to collect photographic and video footage (including interviews of stakeholders and of the project) for the video and poster series.

## The scope of Phase 2

### 1. Preliminary research

- 1.1. Through desktop research and remote communication with stakeholders, develop a short report for each project that outlines the details of the project and stakeholders involved
- 1.2. Develop an interview plan based on who the key stakeholders of the project are and residents who have been affected by the project (SACN can assist in providing access to local government stakeholders where needed)
- 1.3. Develop a rough plan for the video and poster series

### 2. Field research and interviews

- 2.1. Conduct in-person interviews in the location of each project
- 2.2. Where interviewees are comfortable, film interviews for use in the video series
- 2.3. Conduct basic field research into the project and capture the project photographically and through filming for the video and poster series

### 3. Product finalization

- 3.1. Produce a short video series (5 min per project) capturing the key learnings for practitioners
- 3.2. Produce a poster series to graphically capture (using infographics, photos, drawings and text) the details of each project and key learnings

## Time Scale

The entire study is envisioned to be a 5-month assignment (1.5 months for preliminary research; 1.5 months field research and interviews; and 2 months for product finalization) which will begin 11 January 2021, ending 11 June 2021.

This project is conceived as a campaign leading up to the launch of the SOCR in June 2021. It will be an important way to raise the profile of SACN and build excitement around what Cities are doing.

### Phase 1:

16 November 2020: Phase 1 - social media campaign is launched to harvest the Good Hood Stories **(CURRENTLY IN PROGRESS)**

11 December 2020: Deadline for the submissions of Good Hood Stories

11 January 2021: the story submissions are exhibited through social media and 4 cases are selected to form part of the next Phase

### Phase 2:

11 January 2021: preliminary research commences into 4 cases by service provider

1 March 2021: field research and interviews commence by service provider in project locations

12 April 2021: product finalization commences by service provider

11 June 2021: 4 projects' posters and videos are finished by the service provider and are shared by SACN leading up to SOCR launch

## Costing and Resources

Time and effort is estimated at approximately 60 person days. This should be clarified and broken down as a rate per hour per person in the proposal. The payment schedule will take place in three tranches as 30%, 30% and 40% (beginning; end of field research and end of the project).

Project disbursements such as travel and travel subsistence will be budgeted separately by SACN and must be approved in writing by the project manager prior to expenditure.

The cost of any filming, photography, drawing equipment must be covered by the service provider.

## Expertise Required

As this project requires multiple expertise, it is encouraged that bidders submit proposals as a consortium of different people with the relevant skill of research, design and filmmaking.

Teams should display relevant experience, technical expertise or capabilities with respect to the following:

- Strong understanding of current local, national and global urban processes, debates and contexts around spatial transformation
- Strong and demonstrated qualitative research capability and experience conducting interviews
- Experience working within or researching local government in South Africa would be of added advantage
- Knowledge of the municipal and intergovernmental urban planning environment
- Familiarity with the South African Cities Network in the context of urban development
- Experience in producing photographic and video material and access to the relevant equipment required
- Experience in producing posters and graphic content of urban projects and processes
- A track record of creative visualization of information
- Ability to work to timeframes and specified outputs
- Capacity to work interactively and consultatively

## Deliverables

The deliverables and dates are as follows with work commencing on the 11 January 2021:

- Report outlining the details and stakeholders of each project; interview plan for field research; rough outline of video and poster series, submitted for comments – 15 Feb 2021
- Revisions made and final interview plan and outline of video and posters submitted – 1 March
- Field research and interviews completed in project locations; video and photographic content captured – 12 April 2021
- Drafts of videos and posters submitted for comments – 12 May 2021
- Final videos and posters with revisions made – 11 June 2021

## Assessment of proposals

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

- Proposal quality and qualifications, track records & references of personnel: 50%
- Project costing / professional fee structure: 30%
- Diversity & level of ownership and project involvement of Previously Disadvantaged Individuals: 20%

## Applicable terms and conditions

The SACN reserves the right not to reward this contract or to negotiate its terms, subject to circumstances and adequacy of submissions. The selection of proposals will be based on the strength and relevance to the objectives of the project. This is in addition to the perceived contribution of the submissions to the progressive realisation of the programme's objectives, at the discretion of the SACN. Collaborations between researchers, designers, filmmakers are welcomed.

## Submissions and enquiries

Interested bidders should provide the SACN with:

- A short write up (500 words max) motivating why you would be well placed to carry out this project and your understanding of this project
- Copies of the entire teams' profiles and CVs
- A detailed cost estimate of the project

**E-mail any enquiries and your submissions to [sadhna@sacities.net](mailto:sadhna@sacities.net) by close of business on Friday 4<sup>th</sup> December 2020.**

---