



## TERMS OF REFERENCE

[Organisational Development Service Provider]

[27 November 2020]

**Directors:** Ms. Yolisa Kani (Board Chairperson & Non-Executive), Mr. Ashraf Adam (Non-Executive), Ms. Nontando Ngamlana (Non-Executive),  
Dr. Modjadji Malahlela (Non-Executive) & Mr. Sithole Mbanga (CEO)

**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

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# 1. Background

The SACN was established to promote good governance and effective management of cities through knowledge generation and dissemination. SACN's vision is to be an established network of South African cities and partners that encourages the exchange of information, experience and best practices on urban development and city management. Since its inception in 2002, the SACN has produced a large body of knowledge and played a significant role in driving the urban agenda.

As the organisation approaches the completion of its current strategic cycle and prepares to embark upon its next one, SACN has taken the opportunity to reflect and re-evaluate the relevance, effectiveness, and sustainability of its network. The overarching goal is for SACN to position itself to respond to the changing needs of cities and the changes in the broader context and ensure that the organisation is financially sustainable.

The SACN has undertaken a Strategic Review and Evaluation to reflect on the organisation's work and to prepare for its next strategic cycle. The Strategic Framework outlined in this report builds on the key findings and strategic considerations of the Strategic Review. The aim of this 5-10-year Strategic Framework is to assist the SACN with the planning of its next Strategic Plan by outlining strategic intent, strategic pillars, choices, and some practical ideas for considerations in the planning of the next strategic plan. The report also outlines options for the financial sustainability of SACN and provides some guide on organisational implications of the various strategic options.

The outcome of the review and organisational sustainability exercise being undertaken by the service provider which will help with defining the future state of the SACN and the resources that will be required.

It is in this regard that SACN seeks the services of a reputable vendor to facilitate its organisational design process.

## 2. KEY DELIVERABLES

- Perform a skills Audit and Developing Capacity of the SACN Staff.
- Review 2021 – 2026 Strategic Framework and Business Plan to identify skills needed by the Business.
- Develop profile and job descriptions in line with the new SACN organogram.
- Identify capacity gaps / Gap analysis.
- Match the suitably skilled and available staff to the new organogram.
- Develop a remedial plan to address any identified capacity gaps.
- Perform a salary benchmark review.

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### 3. Methodology

The assignment is envisaged to require a qualitative (e.g., Policies, performance contracts; job descriptions, organizational strategy and key informant interviews) approach. In particular, interaction with the staff members to get the required information will be a key approach.

All reports are expected to meet the professional standards of SACN reporting. As such, consideration should be given to the project’s content, design and editing requirements.

In addition, the service provider will be expected to produce - with the project manager - an Inception Report within 1 weeks of confirmation of contract. This should include a detailed project plan, indicating delivery timeframes, intermediate milestones, communication protocols, etc. At the end of the period, a concise close-out report should be submitted commenting on the process, achievements or gaps, lessons, and any recommendations. This should be submitted along with final completion invoice.

The following schedule of delivery is proposed:

Stage I: 01 Dec’ 20 – 30 Dec’ 20	Stage II: 04 Jan’ 21 – 30 Jan’ 21	Stage III: 01 Feb’21 – 28 Feb’21
Signed contract and Inception Report (Dec’20)  Perform a skills audit of the SACN staff	Review 2021 – 2026 Strategic Framework and Business Plan to identify skills needed by the Business.  Develop profile and job descriptions in line with the new SACN organogram.  Identify capacity gaps / Gap analysis.	Match the suitably skilled and available staff to the new organogram.  Develop a remedial plan to address any identified capacity gaps.  Perform a salary benchmark review.

### 4. Expertise Required

The assignment requires qualified, experienced people with expertise in organizational development.

Excellent research, analytical and writing skills will also be necessary. Data and statistical manipulation and analysis skills are required.

The successful contractor would be expected to work to timeframes and specified outputs, and to have the capacity to work interactively and consultatively with the SACN.

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## 5. Time Scale

The project is envisaged for implementation over a 3-month period (December 2020 – February 2021). The contract may be extended based on requirements, performance, and affordability.

## 6. Evaluation Criteria

Proposals will be evaluated on the basis of a relative assessment of value for money, which will be assessed on the basis of (a) professional fee structure inclusive of VAT with explicit rate fees and time; (b) qualification and track record of team members (including previous relevant projects); (c) good understanding of the scope of work (RfP and methodology); (d) empowerment of previously disadvantaged groups as measured by technical involvement in the project.

## 7. Invoicing and General Conditions

- Contracting is subject to the service provider signing a contract with the SACN with standard terms and conditions
- Invoices must indicate the task and /or output and should include a short description of work done referring to any reports, as per the agreed payments schedule
- Payments for milestone completed will be done within 30 days of submission of invoice
- All invoices to be addressed to the SACN
- The SACN reserves the right to commission only a portion of the work
- The SACN reserves the right to retain a portion of the service provider's fees pending completion of related work.

## 8. General

Copyright of information obtained through the course of the project is the property of the SACN and may not be sold or re-produced by the service provider without the prior permission of the SACN.

## 9. Submission Deadline and Contact Information

Completed proposals must be emailed to Ms. Makhosazane Nxumalo at [hr@sacities.net](mailto:hr@sacities.net) . **The closing date is 8 December 2020 at 17h00. For enquiries, please contact Ms. Yolisa Dambuza at [yolisa@sacities.net](mailto:yolisa@sacities.net)**

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