



# TERMS OF REFERENCE

## **CALL FOR SERVICE PROVIDERS: ORGANISATIONAL REVIEW OF THE URBAN SAFETY REFERENCE GROUP**

05 January 2022

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

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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, improved city practice, application and dissemination agenda aimed at supporting cities to be centers of learning and innovation, with amplified voice, partnerships and organisational sustainability. It convenes peer-to-peer learning and exchange platforms to this end, through thematic reference groups.

The Urban Safety Reference Group (USRG) is one such platform, established in early 2014 to address gaps in knowledge/evidence, collective advocacy and peer-to-peer learning on the subject of urban safety. It has proven a valuable space for sharing amongst practitioners from SACN participating cities as well as other key government role-players on safety and violence prevention.

As the first institutionalised forum in South Africa on this subject, the USRG is premised on the unique position of local government to lead in improving safety governance (policy, planning and implementation) by advocating the streamlining and institutionalisation of safety as multidisciplinary and transversal. That is, integrated and preventive approaches to violence and crime, that extend beyond policing and law enforcement or the reliance on private security firms. The USRG is also premised on the strategic importance of metropolitan municipalities in localising global and national agendas placing cities at the centre of driving sustainable, inclusive and equitable development; such as the New Urban Agenda (NUA), Sustainable Development Goals (SDGs) and the Integrated Urban Development Framework (IUDF).

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, the USRG has a comprehensive programme of work aligned to aforementioned themes and objectives. This programme of work is currently operationalised through 6 outcome areas, including but not limited to the “increased prioritisation of evidence-based, gender centred, community oriented approaches to violence prevention” and the “promotion of greater political will, ownership and championing around the topic of urban safety”.

## 2 Objectives

The USRG is currently in Phase IV of its operation, which began in June 2020 and will conclude in March 2022. A review of the USRG was conducted in 2018, and from it a set of recommendations used to frame a detailed Operational Plan (OPS) for Phase IV that would support the fulfilment of the reference group's overarching objectives, which are to:

- serve as a platform for peer-to-peer learning and knowledge sharing amongst practitioners on urban safety;
- provide a space for regular interaction and networking between city practitioners and national departments directly relevant to the governance of urban safety; and
- serve as a mechanism to identify topical matters requiring lobbying and interaction with other spheres of government, the private sector and other stakeholders; and provide a contact point for structured engagement between South African municipalities and international urban safety networks.

The strategic thrusts of Phase IV have been to advance the institutionalisation of urban safety through the maximisation of learning and capacity building opportunities by and with participating practitioners and member cities; and to identify other sources of funding to complement the GIZ investment beyond 2021 for the USRG's sustainability. To this end, a set of 5 main outcomes was developed, together with a programme of activities and milestones. These can be found in the annexure Phase IV OPS.

The current operational plan is to be reviewed and evaluated for relevance, practicality and impact ahead of planning for Phase V.

## 3 Scope of work

The USRG seeks to appoint a suitably qualified service provider to conduct an organisational review. This review of the reference groups' organisational, operational and technical processes is intended to run parallel to Phase IV conclusion processes and should inform planning for an upcoming phase of the USRG (intended to begin in early 2022). The organisational review should include an analysis and evaluation of the USRG's activities against its overarching objectives and strategic drives as mentioned above. It should consider the progress made/ not made in achieving targets indicators, and outcomes; member and partner inputs and experiences on the value/ lack thereof of the USRG; and the impact of the Covid-19 pandemic together with the changing social, economic and political landscapes on violence prevention and safety work.

Furthermore, the organisational review should comprise an in-depth analysis of the USRG and a clear set of recommendations - including funding/ investment options - that can be used as guidance for the development of a detailed OPS (outcomes, targets, indicators and activities, timeframes) for an upcoming phase anticipated to run April 2022 – June 2023.

The service provider will be expected to observe/ sit-in the remainder of activities planned for the current phase as well as bilaterally engage with members and partners of the USRG.

## 4 Methodology

The successful service provider must apply a mix of qualitative and quantitative research methods i.e. (desktop review of operational plans, financials, charts, publications, documents etc. and hold stakeholder interviews with members and partners.).

## 5 Time scale

The project will kick off in late-January 2022 and end in early April 2022 (approx. 3 months, bidders to provide an estimate of working days). Successful bidders should be prepared to conduct all meetings and events related to support virtually. This is over and above project management sessions as necessary, inclusive of the inception meeting.

## 6 Deliverables

The following series of deliverables is expected:

- Inception meeting to coordinate the review process by 25 January 2022.
- A presentation of a work plan/schedule (interviews, desktop study, analysis etc.) by 01 February 2022. The presentation must include a concept for webinars to present the results and recommendations to the USRG.
- Initial desktop review and preliminary findings presented to USRG by 14 February 2022.
- All bilateral engagements to be completed by 06 March 2022.
- Draft report (v2) of findings and recommendations shared and presented to USRG by 16 March 2022.
- Final organisational review report with recommendations (incorporating all inputs by USRG members, partners and secretariate) by 25 March 2022.

## 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. Bidders must submit a highly developed draft, at the end of the period along with the completion invoice.

## 8 Expertise required

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

- Strong understanding of the multiple dimensions of urban safety promotion and all relevant actors across government and society.
- Knowledge and understanding of the literature, policy and practice of urban governance.
- Experience in conducting organisational reviews of programmes of work (at least 3 in the last 5 years). Bidders are required to provide a list of such experience.
- Knowledge of powers and functions in South African government in relation to community safety and violence prevention as defined by the Constitution and relevant legislation, and policy documents such as the National Development Plan, White Paper on Safety and Security, Integrated Urban Development Framework (IUDF), National Strategic Plan on Gender-Based Violence & Femicide, New Growth Path Framework etc.
- Scholarly [primary and secondary] research, research methods, analysis and writing with practical application.
- Strong analytical and complex systems thinking abilities.
- A track-record of good, accessible communication and writing.
- Ability to work to timeframes and specified outputs.
- Comprehensive interpretation of the brief in line with Phase IV objectives and programme of work.
- 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; 30%
- Diversity & level of ownership and project involvement of Previously Disadvantaged Individuals; 30%

## 10 Resources and costing

The fee for the organisational review is set at ZAR 120 000, payment schedule for which is 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 and enquiries

**Interested contributors should provide:**

- An outline describing the proposed methodology and overall approach to support process.
- Copies of profiles and CVs of all personnel assigned to the project.

Enquiries regarding the call and project will be accepted no later than **14 January 2022**. Access the supporting resources for the preparation of proposals [click here](#). For any technical enquiries please contact Ms. Nicolette Pingo on [nicolette@sacities.net](mailto:nicolette@sacities.net) and/or Ms. Tlholohelo Mokgere on [tlholohelo.mokgere@giz.de](mailto:tlholohelo.mokgere@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](mailto:sadhna@sacities.net) by close of business on **19 January 2022**.