

**REQUEST FOR PROPOSALS: IUDF-SES-2017
(Closing Date: 9 November 2017)**

**CONTRACT FOR STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS
SUPPORT FOR THE INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)**

1 Introduction

The Department of Cooperative Governance (DCoG) led a process, with other government stakeholders and key experts, to draft an Integrated Urban Development Framework (IUDF) which was promulgated in 2016. The IUDF outlines a vision for South African cities and towns, elaborating on the challenges, and providing a strategic framework for going forward in making cities and towns more resilient, liveable and inclusive. The IUDF, which was Cabinet approved and published alongside with an Implementation Framework, was consulted widely across government, academia, business and civil society to ensure that the views of all citizens as well as organisations in the urban space were considered in shaping the future of South African towns and cities. It is located as a clear response and complement to the National Development Plan (NDP 2030), particularly with reference to Chapter 8.

The IUDF is intended as an “all-of government” (meaning across spheres and sectors), and indeed “all of society” (meaning beyond only government) initiative, co-ordinated by COGTA. It thus envisages “a range of support interventions/activities across the national urban hierarchy/continuum which are aimed at improving the economic performance of cities particularly in respect of spatial change, growth, poverty alleviation and inclusivity. The process of formulating the IUDF has been process-intensive and expectations have been raised across a wide spectrum of stakeholders. There is as a consequence substantial pressure to move the IUDF into implementation.” (IUDF, 2016).

Given SACN’s role as a network of South African cities and partners that encourages the exchange of information, experience and best practices on urban development and city management, and that DCoG is represented on its board of directors, the SACN has provided a Secretariat support role to DCoG throughout the IUDF process. As such, the SACN has been asked to assist with helping to manage the contracting in of support for the Stakeholder engagement and communication workstream in cooperation with DCoG.

2 Description and Objectives of Service

On behalf of the IUDF team, SACN thus seeks to contract the services of experts to advise and implement **the planning and execution of:**

- 1) An IUDF Communications Plan & Campaign, with the goals of:**

- Establishing platforms for the IUDF to be visible, legible, current and inspirational to all relevant audiences on an ongoing basis (brand building, marketing and publicity);
- Enabling internal and external coordinated action through effective communicating and partnering; and
- Supporting IUDF communication, monitoring, reporting and improvement (learning) objectives by creating systems for feedback, engagement, scanning and harvesting information in relation to activities related to the IUDF.

and

2) A Stakeholder Mobilisation & Engagement Strategy and Plan, with the goals of:

- Strategic dissemination and promotion of relevant information to build awareness and understanding of the IUDF;
- Embedding and implementation of the IUDF by mobilising stakeholders and partnerships to take up the IUDF, act on it, and cooperate with its coordinating structures; and
- Building broad-based relationships that support IUDF transparency and accountability.

Given that IUDF is an all-of-government and all-of-society framework, an important principle for the approach to the above is that its means (processes) and ends (outcomes) need to consider how even the Comms and engagement is owned by a wide range of stakeholders, encouraging and empowering various actors to be informed, to communicate, to align, and to act. This may, for example, suggest approaches that encourage synergizing in communications and PR, development of common themes and messaging, shared activities, leveraging of branding, etc. Collaboration is key, and service providers would be expected to make creative suggestions about how to run such a collaborative campaign.

Consistency, efficiency and effectiveness are also important. It is important that the IUDF be set on a track towards continual visibility, credibility, and calling stakeholders to action. PR and marketing strategies need to be effective, but content / evidence-based. Affordability and capacity (human and institutional) to implement proposed strategies and plans will be crucial considerations too.

Competent, interested service providers (individuals or companies) are invited to submit proposals to provide this support. While it is acknowledged that the two main components (Stakeholder Engagement and Communications) may require different skill sets, the contract invites providers who are able to effectively demonstrate, or team up to provide, the necessary suite of skills through consortia.

3 Scope of Work

It is envisaged that the Contractor should deliver on the above Objectives by undertaking the following main activities:

- i) Develop and deliver on an IUDF Communications Plan and Campaign**, including:
- a. Design and development of IUDF branding (logo, CI, templates) and basic collateral¹
 - b. Establishing an effective framework (strategy) and plan for IUDF communications and communications management, considering:
 - i. internal (within DCOG and its direct IUDF partners) and external (rest of government, non-governmental and international) stakeholders
 - ii. targeted and mass communication
 - iii. active and passive communication mediums
 - iv. direct and distributed (decentralised) mechanisms (enabling 3rd party promotions)

The Comms Plan must indicate clear measurable objectives, activities and performance targets.
 - c. Re-establishing, programming, re-activating, and integrating (into the broader Comms plan) the IUDF website and social media platforms;
 - d. Developing a programme (shared / coordinated between DCOG and the lead IUDF partners) for maintaining regular, broad-based public awareness and engagement
 - e. A robust strategy for Media liaison and development
 - f. A clear monitoring and reporting function (for internal and external Comms)
- ii) Develop and deliver on a Stakeholder Mobilisation & Engagement Strategy and Plan**, including:
- a. Updating and strategizing around a thorough IUDF stakeholder mapping
 - b. Developing, consulting with and supporting DCOG (and IUDF partners) on implementing a focused stakeholder mobilisation, engagement and partnering strategy

The Stakeholder Plan must indicate clear measurable objectives, activities and performance targets.
 - c. Identifying specific opportunities for DCOG strategic partnerships and leveraging.
- iii) Cooperate and consult with the IUDF Communication functions** of DCOG, SACN, and the other key IUDF partners to ensure understanding and alignment, establish efficient implementation approaches, and build the necessary capacity.
- iv)** Provide additional **start-up support and advisory** in order to kick-start or implement proposed Plans, which may include support in areas such as creative and production; events planning and management; and other specialized services. *It is suggested that an approach to costing such services may be estimated and annexed, then only costed in on actuals during implementation.
- v) Ongoing information management, monitoring and reporting**

¹ Existing material (publications, video, website, etc.) should be considered as a starting point, but high-impact, innovative, cost-efficient solutions that are compatible with state protocols and eminence are then to be developed.

4 Deliverables

The main outputs envisaged for the support contract are:

- a. **A detailed workplan for overall assignment, with clear monitoring function**
- b. **IUDF Communications Plan and Campaign developed and delivered** (basic elements and platforms up and running: Branding, Basic Collateral, Website, Social Media campaign, M&E framework (including media monitoring), etc.; strategy and plans validated and kickstarted)
- c. **Stakeholder Mobilisation & Engagement Strategy and Plan developed and delivered** (strategy and plans validated and kickstarted)
- d. **Planned and ad hoc engagement, support and advice to IUDF team**
- e. **Weekly email updates and Monthly structured report-backs with performance and risk / management updates.**

In addition, for the first phase, the service provider will be expected to produce an **Inception Report** (including the detailed workplan) within 2 weeks of confirmation of contract and have a briefing meeting with the Client / Project Manager. This should include a detailed project plan indicating brief, methods, requirements, delivery timeframes, intermediate milestones, communication protocols, any updated costing / resourcing information, risk register, etc.

At the end of the Contract, 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 for the Contract period .

5 Time scale

The overall project is initially envisaged for implementation over a 6 month period (October 2017 – March 2018), in which period the Scope of Work outlined should have been established and launched. The contract may thereafter be renewed with extended terms of reference, based on requirements, performance and affordability. This phase of IUDF support is envisaged to continue up to March 2020.

6 Approach to Costing

The funding proposal submitted should include:

- 📊 A budget and costing approach (roles and cost elements) responding to the brief.
- 📊 Costing rates to be applied (hourly rates for all key personnel / staff categories)
- 📊 Additional costing / resourcing “menu of items” envisaged though not included in main Contract bid (e.g. for ad hoc or specialised services).

Bidders are encouraged to be explicit and competitive in their pricing, and demonstrate innovative approaches to enabling value for money and affordability.

7 Expertise and Skills Required

The assignment requires qualified, experienced people with communications expertise and knowledge relevant to effective governmental campaign processes, and stakeholder management. It will be crucial to demonstrate a clear understanding of public policy communication processes, and multilateral partnership mechanics.

A working understanding of the South African government and political institutions (particularly at local and national levels) and of urban development issues would be important.

The successful bidder would be expected to work to timeframes and specified outputs, and to have the capacity to work interactively and consultatively with the IUDF team, DCOG and the SACN. Capacity to be flexible, innovative, and to use networks and relationships to efficiently conceptualize and carry out regional outreach tasks would be an important advantage.

8 Assessment of Quotations

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

- 🌐 Proposal and methodology quality; 30%
- 🌐 Project costing / professional fee structure; 30%
- 🌐 Qualifications, track record & references of personnel to work on the project; 30%
- 🌐 Diversity & level of ownership and project involvement of Previously Disadvantaged Individuals; 10%

9 Applicable Terms & Conditions

This contract is subject to a principal agreement between SACN and DCOG, the latter being the funding partner. SACN reserves the right not to award this contract, and the right to renegotiate its terms, subject to circumstances and adequacy of submissions.

10 Submissions and Enquiries

To support evaluation, interested service providers should provide SACN with the following:

- 🌐 A brief proposal indicating understanding of the requirements, proposed approach, and draft project plan (specify any particular capabilities, innovations, or limitations);
- 🌐 An all-inclusive quote as outlined above in Section 5 (prices should include VAT, and daily personnel rates applicable must be indicated clearly); and
- 🌐 Copies of corporate profile(s) and personnel CVs of resources to work on the project.

E-mail your proposals and quotes or enquiries to sadhna@sacities.net before the close of business **9 November 2017**. Technical enquires may be directed to geci@sacities.net

Published 9 November 2017, ©SACN