



REQUEST FOR PROPOSAL

2018/19 SUPPORT SERVICES FOR SACN EPWP REFERENCE GROUP

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REQUEST FOR PROPOSALS (RFP)

CLOSING 23 JULY 2018

2018/19 SUPPORT SERVICES FOR SACN EXPANDED PUBLIC WORKS PROGRAMME (EPWP) REFERENCE GROUP

Project Code: 200.010

1 Introduction

The South African Cities Network (SACN) was established in 2002 by then Minister for Provincial and Local Government (now Department of Corporative Governance), in collaboration with the mayors of South Africa's largest cities and the South African Local Government Association (SALGA), 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.

SACN's key programmatic themes include a focus on cities that are both Productive and Inclusive. **Productive Cities** enable local economies that provide the majority of residents with opportunities to make a reasonable living. They boost their economic productivity and competitiveness by focusing on concerns such as economic growth, job creation and enabling services through e.g. infrastructure investments and administrative efficiency. The **Inclusive Cities** theme revolves around whether residents have the opportunities and capacities to share equitably in the social benefits of city life – a key aspect of which is access to employment or livelihood. In both of these regards, the Expanded Public Works Programme (EPWP) and its implementation in cities has been of keen interest.

The relationship between the SACN and the National Department of Public Works (NDPW) has been instrumental in mobilizing the nine SACN member cities¹ to contribute towards creating employment as part of the EPWP. Following a study which revealed that the SACN members are in a position to lead innovation towards the implementation of the EPWP, SACN with its

¹ There are currently eight member cities of the SACN, namely: Buffalo City, City of Johannesburg, City of Tshwane, Ekurhuleni, eThekweni Mangaung, Msunduzi, and Nelson Mandela Bay. Cape Town continues to be a subject of study, but is no longer a member of the Network.

nine member cities and the NDPW met to form the SACN-EPWP Reference Group in 2005. Since then, the EPWP has established and strengthened itself as a key programme in all of the member cities.

The Reference Group (RG) consists of the key officials in the cities who are responsible for the implementation of the EPWP in their respective cities. The EPWP Reference Group meetings are generally held quarterly and provide a forum where the NDPW interacts with the member cities to discuss a range of issues relevant to implementing the EPWP in the cities. The engagement serves as a forum facilitating information and knowledge exchange between the cities, also enhancing coordination between the cities and relevant national departments towards enhancing implementation of EPWP in the cities.

By June 2018, SACN will have held 44 RG meetings and published eight annual “State of Expanded Public Works Programme in South African Cities” reports covering 2008 – 2017 (with a combined triple issue for 2010–2012). This publication reports and assesses progress in implementing the EPWP by the nine cities. These annual reports also form an input into the State of Cities reporting process. In addition, the Reference Group has expanded its activities in case study development and knowledge generation to help inform performance improvement as well as programme re-design in relation to the future evolution of the EPWP and city practice.

On the basis of a Memorandum of Agreement (MOA) between SACN and NDPW, the activities of the SACN-EPWP work are to continue and expand. As such, the SACN seeks to contract in support services for its SACN-EPWP programme for 2018-2019, and is therefore inviting individual / institutional service providers to bid for providing support in the specified areas.

2 Scope of Work

SACN seeks to appoint service providers for three roles / tasks. Bidders may propose to provide some or all. The successful service provider(s) will be expected to develop and implement an approach to achieving the following key tasks:

1. **State of EPWP in Cities Annual Reporting 2018-2019:** Producing the next two SACN-EPWP annual reports (2017/18 and 2018/19) which record and analyse the performance and practices of the SACN members [as per prior issues](#). The compilation *Context / Requirements:* Coordinate the development and approval (by stakeholders) of two annual reports that demonstrate: 1) progress that the cities have made towards implementation of EPWP in the period, similar to the preceding 2009-2017 “State of Expanded Public Works Programme in South African Cities” reports; and 2) lessons and best practices from cities (and elsewhere), as well as research insights, towards enhanced the planning and implementation of EPWP. The production will require engagement with the cities to understand their issues, gain explanatory narrative /

insight about the data / trends, and to represent the state of their organization and practice. This should include participation and documentation in the quarterly RG meetings, and engagement with the cities to collect their data (typically provided through templates to elicit the information for their Individual City Profiles and proposed Case Studies, and requests for relevant high-resolution photographs). The performance data and stats are to be obtained from the NDPW M&E unit (from EPWP MIS system), and cross-checked with data from the cities.

The server provider is expected to match the minimum standard of prior editions, making improvements that should include:

- ✿ Strengthening data and analytics (in-year and longitudinal)
- ✿ Expanding on Policy linkages
- ✿ Enhancing the report's Institutional analysis
- ✿ Deepening Synthesis and Insight towards clear policy / practice recommendations or reforms

Given the RG's primary concern with how Public Employment Programmes (PEPs) such as the EPWP can more effectively contribute to expanding job creation and urban livelihoods in order to achieve more inclusive and productive cities and towns, the following two research projects have also been prioritized by the RG for execution:

2. **Research Project 2018/01: Review of EPWP information management and reporting ecosystem** - Undertaking a study and producing a research report for the purpose of assessing the business processes and efficacy of EPWP's information management and reporting ecosystem as specified through the Reference Group.

Context / Requirements: One of the long-standing issues raised in the EPWP RG (as reflected in its annual reports) has been the challenges related to reporting. Improvements made in Phase III (which introduced a new MIS) initially served to seemingly exacerbate the reporting challenges and backlogs as part of the growing pains. Reporting issues (underreporting, misreporting, reporting mismatches, etc.) and ineffective management of portfolios of evidence (data collection and management) in EPWP projects are considered to be a key cause of audit and performance shortcomings that have continued to face municipalities and NDPW.

Without replacing the NDPW's own internal assessments in this regard, this study intends to offer a detailed independent review of the evolution, state and circumstances of EPWP's information management and reporting ecosystem as reflected in the experience of the RG's municipalities, developing an objective perspective on its evolution, challenges (and causal factors), and how it could be improved. Insights might include recommendations for all of the ecosystem actors:

NDPW and/or the municipalities on data management / reporting system reforms; implementors on how their role could be more supportive; and even for the Attorney General’s approach to constructively auditing EPWP systems in ways that allow accountability plus efficiency. The study should also identify issues for further action or research.

3. **Research Project 2018/02: Economic trends and signals for Public Employment Programmes (PEPs) in SA cities²** – Undertaking an in-depth research project on this subject with the purpose of determining the relative contribution of, and need for, PEPs in South Africa’s metropolitan economies over the past period, and developing an outlook for what might be anticipated going forward based on this history and other relevant prospects / considerations.

Context / Requirements: The National Development Plan (NDP; 2011), the Integrated Urban Development Framework (IUDF; 2016), and the State of South African Cities Report (SACN, 2016) all refer to a role for public employment in the future of our national and urban economies. This study is proposed as a way to explore this more concretely by contextualising the role and demand for PEPs within actual city economies, and considering the EPWP experience as a primary case. The research is thus envisaged to contribute to understanding the state of our urban economies and their future make-up. It should also identify issues for further action or research.

Questions that the research could consider include:

- ✿ What has the significance of PEPs (and EPWP specifically) been in South Africa’s metropolitan economies? E.g.:
 - What has the relative influence and/or impact of EPWP input (financial, administrative, policy) and output (WOs, FTEs, skilling, enterprises) been on cities (municipal budgets, administrations, policies, city economies) over the past 13 years?
 - Relative to the economic and labour market dynamics of the cities in the same period, what was the contribution of the EPWP (and any other PEPs that might have been operational)?
 - Relative to other large-scale job creation programmes in the country / cities in the same period, what was the performance of the EPWP?
- ✿ What is the considered medium-term (5-year) outlook for the prospective need for and role(s) of PEPs in South Africa’s big city economies (primarily metros) going forward?

² The scope is intended to include the nine cities that are included in EPWP RG reporting.

3 Methodology

The Tasks being assigned are envisaged to require both quantitative (e.g. EPWP M&E data) and qualitative (e.g. focus groups and key informant interviews) approaches. In particular, interaction with the member cities and NDPW to get the required information will be a key approach to acquiring relevant information.

The methods of data collection for the project are considered to be mainly: Reference Group meetings, telephonic interviews and follow-ups, desk-top studies, and possibly some primary fieldwork (e.g. site visits).

Information sources are envisaged to include: existing economic and demographic statistics; NDPW M&E databases on EPWP over the 3 phases; city data sets; the EPWP RG reports and minutes; and other secondary sources.

All reports are expected to meet the professional, accessible and visual standards of SACN reporting (prior reports may be found at www.sacities.net). As such, consideration should be given to the project's content, design and editing requirements.

4 Deliverables, Timescale & Effort

The main outputs and timelines of the project for the tasks specified are:

Task 1: Annual Reporting : 2 annual reports (2017/18 and 2018/19)

 *Output:* The resultant report is to be consulted with the Client (SACN & NDPW) and cities, and ultimately delivered as a full, edited manuscript (with figures and annexures) towards the publication, ready for design - layout - print which will be conducted and sponsored separately. Annual reports are expected to include a minimum of 4 short case studies each, ensuring a distribution between member cities (length +/- 6 pages each). The Task also includes the uploading of the dataset(s) used into the SA Cities Open Data Almanac (SCODA). The expected length is +/- 80 - 100 pages (< 40,000 words).

- 2017/18 State of Expanded Public Works Programme in South African Cities report content to be submitted by September 2018
- 2018/19 State of Expanded Public Works Programme in South African Cities report content to be submitted by September 2019

 *Estimated effort:* Per annual report, 30 person days with S&T (primarily to attend quarterly RG meetings which rotate between the cities) being covered by SACN.

Task 2: Research Project 2018/01 – IS :

 *Output:* A research report (+/- 40 pages (< 16 000 words), plus annexes and supporting documentation), with a concise Executive Summary (+/- 4 pages).

Estimated effort: 30 person days + limited S&T for primary research.

Task 3: Research Project 2018/02 – Urban economies and PEPs :

Output: A research report (+/- 40 pages (< 16 000 words), plus annexes and supporting documentation), with a concise Executive Summary (+/- 4 pages).

Estimated effort: 30 person days + limited S&T for primary research.

All reports will be expected to comply with SACN’s standard Authors’ Guide.

In addition, each / all service providers will be expected to produce - with the project manager - an Inception Report within 2 weeks of confirmation of contract. This should include a detailed project plan, indicating agreed methodology, activities, delivery timeframes, intermediate milestones, communication protocols, etc. At the end of each Task, a concise close-out report should be submitted commenting on the process, achievements or gaps, lessons, and any recommendations in relation to the task. This should be submitted along with final completion invoice.

The contract will require participation in occasional management / coordination meetings with the Clients (SACN & NDPW). At most, this is likely to entail 1 x 2-hour meeting per quarter.

The following schedule of delivery is envisaged:

Q I: Jul’18 – Sep’18	Q II: Oct’18 – Dec’18	Q III: Jan ’19 – Mar ’19	Q IV: Apr ’19 – Jun ’19	Q I: Jul’19 – Sep’19	Q II: Oct’19 – Dec’19
<ul style="list-style-type: none"> Signed contracts and Inception Reports 1 quarterly RG meeting 2017/18 annual report content 	<ul style="list-style-type: none"> 1 quarterly RG meeting Research Project 2018/01 Research Project 2018/02 Close-out reports (Task 2 & 3) 	<ul style="list-style-type: none"> 1 quarterly RG meeting 	<ul style="list-style-type: none"> 1 quarterly RG meeting 	<ul style="list-style-type: none"> 1 quarterly RG meeting 2018/19 annual report content Close-out report (Task 1) 	<ul style="list-style-type: none"> 1 quarterly RG meeting

5 Expertise Required

The assignment requires qualified, experienced people with expertise and knowledge of the municipal governance environment and the EPWP programme. In particular, an understanding of urban economies and labour markets in South Africa would be important, and working knowledge about public employment programmes would be important. Familiarity with the South African Cities Network and the context of urban development would be of added advantage.

Excellent research, analytical and writing skills will also be necessary. Data and statistical manipulation and analysis skills are required for all of the Tasks.

The successful contractor(s) would be expected to work to agreed timeframes and specified outputs, and to have the capacity to work interactively and consultatively with the SACN, NDPW, and the stakeholder RG.

Given the range of skills and experience required to undertake the Tasks, bidders are encouraged to enter appropriate partnerships. However, the contract and project must be coordinated through a single lead agency or person. The project team leader should have at least a Masters degree in Development Studies or related field, and have at least 3 years' experience in research and exposure to Public Employment Programmes.

6 Approach to Costing

The funding proposal submitted should include:

-  An indicative costing approach (roles and cost elements) to the above brief.
-  Costing rates to be applied (hourly rates for all key personnel / staff categories)

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

7 Applicable Terms & Conditions

This contract is subject to a principal agreement between SACN and its funding partner(s). As such, SACN reserves the right not to award this contract, or to renegotiate its terms, subject to circumstances and adequacy of submissions.

SACN standard terms of conditions of contract will apply.

8 Assessment of Quotations

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

-  Quality of the proposal, and the qualifications, track record & references of personnel that will work on the project; 50%
-  Project costing and professional fee structure; 30%
-  The level of involvement of previously disadvantaged individuals; 20%

9 Submissions and Enquiries

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

- ❁ A brief proposal specifying the Tasks being bid for and indicating understanding of the requirements, proposed approach, and draft project plan for the same (specify any particular capabilities, innovations, or limitations);
- ❁ An all-inclusive quote as outlined above in Section 6 (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.

NB: Bidders must make it explicit what Tasks (as specified in the Scope of Works and Deliverables) they are bidding for, and then detail and price as such.

Proposals (or enquiries – by 13 July only) should be sent by email to sadhna@sacities.net by close of business on **Monday 23 July 2018**.

For any technical enquiries please contact Dr Geci Karuri-Sebina at geci@sacities.net.

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