

TERMS OF REFERENCE

CALL FOR EXPRESSION OF INTEREST TO BE PART OF THE SACN PANEL OF EXPERTS FOR THE PROVISION OF PROFESSIONAL SERVICES TO SUPPORT THE SACN WITH THE IMPLEMENTATION OF ITS STRATEGIC BUSINESS PLAN

DATE: DECEMBER 2024

1. Summary

Objective	To support the SACN in implementing its strategy through the rollout of its programme of work across its thematic focus areas.
Type	Individual Consultants or Firms
Duration	(February 2025 – February 2028)
Location	Various cities across South Africa or remotely

2. Background

The South African Cities Network (SACN) is an established network of South African cities and partners and has embarked on a strategic cycle (2021-2026). The SACN's vision is to promote high-performing and innovative cities that are well-governed, productive, inclusive, sustainable and resilient; and its mission is to build better cities by transforming policy and practice through knowledge co-creation, learning and innovation, partnerships and convening of voices.

The SACN's programmatic work is defined according to its theory of change, which is that high-performing cities are well-governed, productive, inclusive, resilient and sustainable and are guided by long-term city development strategies.

SACN's 5-year strategic objectives are:

- To support cities to become learning and adapting institutions through knowledge co-creation, dissemination, and application.
- To advocate for the urban agenda by enabling cities to have a voice.
- To strengthen partnership with cities and existing partners and form new strategic partnerships.
- To ensure a well-governed Network and secure the financial sustainability of the organisation.

For details, refer to SACN' new Strategy: <https://www.sacities.net/wp-content/uploads/2021/05/SACN-Strategic-Business-Plan-2021-26.pdf>

In this context, the SACN is currently inviting experienced experts (individuals or companies/entities) to apply, to be considered for prequalification and inclusion into SACN's pool of shared resources in the following thematic areas.

3. Thematic focus areas and required expertise

SACN's thematic focus areas are its pathways to change and are underpinned by its theory of change that high performing cities are well-governed, productive, inclusive, resilient and sustainable, and are guided by long-term city development strategies.

- **Well-governed cities:** focuses on Urban Governance and Sustainable Municipal Finance. The emphasis is on contributing towards building state capability at a local level, exploring sustainable municipal funding models and ensuring active citizenship.
- **Productive cities:** focuses on rethinking Urban Economies, Job Creation and Skills Development, and Informal and Township economies. The emphasis is on understanding the unique drivers of economic

growth and job creation in metropolitan and intermediary cities and exploring new economic governance models for catalysing private sector investment.

- **Inclusive cities:** focuses on Built Environment Integration, Urban Safety and Urban Youth Strategies. The emphasis is on spatial transformation and redressing the spatial legacy of exclusion, enabling equitable access to social and economic opportunities, urban safety and inclusion, especially for the most vulnerable.
- **Sustainable & resilient cities:** focuses on Climate Change Adaptation, Resource Efficiency and Urban Resilience. The emphasis is on just energy transition, nature-based solutions, water resilience, waste management and building resilience against shocks and stresses.
- **Innovative cities:** focuses on long-term City Development Strategies (CDS), Urban Data and Technology, and the State of City Reporting. The emphasis is on supporting cities to develop and implement CDS that are aligned to the IUDF, building better and “smart” cities by leveraging urban data and technology, and collecting, collating, and reporting on the performance of cities through SACN’s flagship publication – the State of Cities Report.

Additionally, the SACN also requires expertise that can support the organisation in the following strategic thematic areas:

- **Communications and Marketing:** This component focuses on positioning the SACN as a thought leader in urban issues and a voice of cities by effectively disseminating the knowledge that it generates, its position on critical urban issues, and the network’s impact stories.
- **Stakeholder Relations and Fundraising:** This component focuses on strengthening the SACN’s relationship with cities and existing strategic partners, building new partnerships to deepen the organisation’s impact and mobilise new resources to ensure strategy implementation and the network’s long-term sustainability.
- **Policy Research & Advocacy:** This component focuses on positioning the SACN as a credible policy research entity and an advocacy champion for urban development issues affecting cities.

Table 1: Thematic focus areas & required expertise

Ref	Thematic focus area	Required experts*
A	Well-governed cities	A.1 Governance (local government) specialist A.2 Municipal finance specialist A.3 Financial analyst
B	Productive Cities	B.1 Urban Economic Development Specialist B.2 Local Economic Development (LED) Specialist B.3 Economic Analyst B.4 Labour Market Specialist
C	Inclusive Cities	C.1 Human Settlements Specialist C.2 Transport & Mobility Specialist C.3 Land use and built environment specialist C.4 Urban Safety Specialist
D	Sustainable & Resilient Cities	D.1 Urban Sustainability/Climate Resilience Specialist D.2 Energy specialist D.3 Energy analyst D.4 Renewable energy analyst D.4 Urban resilience specialist D.5 Water specialist D.6 Waste Management Specialist D.7 Climate Change Finance Specialist

		D 8 Environmental, Social & Governance (ESG) Specialist
E	Innovative Cities/City Development Strategy (CDS)	E.1 Strategy (city development) specialist E. 2 Data scientist E.3 Urban innovation specialist E4. Smart cities researcher E.5 City futures researcher E.6 Strategic planning specialist
F	Communications & Marketing	F.1 Creative and Graphic Design Specialist F.2 Photography and Videography F.3 Media Training Specialist F.4 Marketing and/or Digital Marketing Specialist F.5 Public Relations Specialist
G	Stakeholder Relationships & Fundraising	G.1 Resource mobilisation consultant with international funding experience G.2 Survey design and data collection experts G.3 Advertising agencies or academic institutions (marketing faculty to focus on developing marketing and fundraising campaigns /tactical marketing)
H	Advocacy	H.1 Policy Researcher H.2 Advocacy Expert H.3 Workshop Facilitators

* Experts could be specialists, researchers, or analysts. Once the panel is constituted, services will be assigned on a rotational basis by obtaining quotations or Requests For Proposals, provided that the supplier has the required expertise when a certain service is required.

4. Scope

The individuals/consultants will be responsible for providing research, analytical, and specialist support to projects managed under a specific thematic/programmatic focus area. When contracting for a particular assignment, the specific scope of work will be defined; when demand arises, pre-selected individuals or firms will be called upon to provide demand-driven services.

5. Eligibility criteria

5.1. The eligibility criteria are:

- Competence (company profile that demonstrates the skills and previous work specialisation of the company or individual)
- Experience (the proposed team or individuals must have a minimum of 3-5 years of experience in a given area of thematic specialization)
- Education (Proposed teams must have a minimum of a post-graduate qualification in the respective thematic areas of specialisation)

5.2. Bidders or individuals are required to attach to their proposals the following mandatory documents/information:

Item No:	Completion of proposal requirement		
1.	Indicate the thematic area or areas responding to below:		
	Ref	Thematic focus area	Required experts*
	A	Well-governed cities	A.1 Governance (local government) specialist A.2 Municipal finance specialist

			A.3 Financial analyst
	B	Productive cities	B.1 Urban economic development specialist B.2 Local economic development (LED) specialist B.3 Economic analyst
	C	Inclusive cities	C.1 Human settlements Specialist C.2 Transport & Mobility Specialist C.3 Land Use and Built Environment Specialist C.4 Urban Safety Analyst C.5 GIS Specialist
	D	Sustainable & resilient cities	D.1 Urban sustainability (Climate change) specialist D.2 Energy specialist D.3 Energy analyst D.4 Renewable energy analyst D.4 Urban resilience specialist D.5 Water specialist D.6 Waste management specialist D.7 Climate Change Finance Specialist D.8 Environmental, Social & Governance (ESG) Specialist
	E	Innovative cities/City development strategy (CDS)	E.1 Strategy (city development) specialist E.2 Data scientist E.3 Urban innovation specialist E.4. Smart cities researcher E.5 City futures researcher E.6 Strategic planning specialist
	F	Communications & Marketing	F.1 Creative and Graphic Design Specialist F.2 Photography and Videography F.3 Media Training Specialist F.4 Marketing and/or Digital Marketing Specialist F.5 Public Relations Specialist
	G	Stakeholder Relationships & Fundraising	G.1 Resource mobilisation consultant with international funding experience G.2 Survey design and data collection experts G.3 Advertising agencies or academic institutions (marketing faculty to focus on developing marketing and fundraising campaigns /tactical marketing)
	H	Policy Research & Advocacy	H.1 Policy Researcher H.2 Advocacy Expert H.3 Workshop Facilitators
2.	Full CVs of the individual; Key personnel in the company & the company profile		
3.	Certified copies of qualifications of key personnel (not older than 6 months)		
4.	Portfolio of Evidence and Relevant signed reference letters for work performed in the past 5 years		

6. Evaluation Criteria

6.1. Functionality Evaluation

The bids shall first be evaluated for functionality. A minimum score of 75% must be obtained on functionality before a proposal is considered for further evaluation. Details of the functionality scoring and how the points

shall be allocated are as follows:

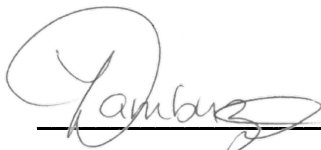
	Description	Weight (%)
1.	<p>Competence (individual/company profile that demonstrates the skills and previous work specialisation of the company or individual)</p> <ul style="list-style-type: none"> • 2-3 years of company experience in the thematic area= 10 Points • 4-7 years of company experience in the thematic area= 20 Points • 7-10 years of company experience in the thematic area= 30 Points • 10-15 Years of company experience in the thematic area= 40 Points 	40%
2.	<p>Signed Reference Letters on a company letter with contactable references in the thematic area (Expert Experience or Project Manager Experience)</p> <ul style="list-style-type: none"> • 3-5 Reference Letters= 10 Points • 6-11 Reference Letters= 20 Points • 12-Above Reference Letters= 30 Points 	30%
3.	<p>Qualification of Expert</p> <ul style="list-style-type: none"> • National Diploma= 5 Points • Undergraduate Degree= 10 Points • Honour Degree = 15 Points • Masters degree or higher = 20 Points 	20%
4.	<p>Diversity, level of ownership and involvement of previously disadvantaged individuals (BBBEE)</p>	10%

7. Submission details

The individual consultant or firm should identify the thematic area(s) that best fits his/her range of experience and expertise. If applicable, it is recommended to apply to more than one thematic area. Applicants will be screened against the eligibility criteria.

Closing date for the applications: 31st January 2025 at 17h00

Please email your proposal to Mr Jabulani Sandleni, accompanied by a comprehensive CV(s)/company profile, certified proof of qualifications, and portfolio of evidence, to jabulani@sacities.net. Enquiries can be directed to Mr. Lwazi Sikiti at lwazi@sacities.net.



Approved/Not Approved

YOLISA DAMBUZA

EXECUTIVE MANAGER: FINANCE & CORPORATE SUPPORT SERVICES