



TENDER – TERMS OF REFERENCE

STRONG CITIES NETWORK: EAST & SOUTHERN AFRICA REGIONAL HUB

- **Organisation:** Institute for Strategic Dialogue gGmbH (ISD Germany)
- **Contract type:** Tender
- **Reporting to:** SCN Head of Global Engagement
- **Location:** East and Southern Africa
- **Date of issue:** 7 September 2022
- **Preferred Start Date:** 17 October 2022
- **Duration:** 34 months
- **Tender Amount:** up to €339,150.00 for staff time only; management of direct costs up to an additional €579,080.00 for regional activities agreed with the SCN Management Unit

About SCN

Launched at the UN General Assembly in 2015, the [Strong Cities Network \(SCN\)](#) is an independent global network of 160+ cities and other local governments dedicated to addressing all forms of violent extremism, hate and polarisation, while promoting a human rights-based prevention framework in which local knowledge and practice informs national, regional and international approaches. The SCN is managed by the [Institute for Strategic Dialogue](#) (ISD).

Our mission is:

- To inspire, catalyse and multiply locally-driven, non-discriminatory, human rights-based, and gender-sensitive policies and programmes that prevent and counter violent extremism, hate and polarisation that rest upon trust-based partnerships with communities;
- To enhance the practical implementation of programming and practice at a local level aimed at building social cohesion and community resilience to all forms of extremist- and hate-motivated violence;
- To connect sub-national leaders and practitioners from a range of disciplines, including community relations, social and health services, education, leaders from the youth community, economic development, religious affairs, local community leaders and civil society, to exchange lessons learned and provide tailored training through face-to-face and online exchanges; and
- To elevate the voices of mayors and other local leaders and ensure the needs and priorities of cities and other sub-national authorities are reflected in national, regional, and international conversations around how to most effectively prevent violent extremism, hate and polarisation.

Project context

The SCN will be launching “Regional Hubs” across key geographies to ensure that current and prospective members’ needs are adequately addressed and serviced. **The purpose of this tender is to seek an implementing partner to support SCN engagement with cities and other local governments and relevant partners across East and Southern Africa by managing the East and Southern Africa (ESA) Regional Hub that fosters strong and effective relationships with municipalities across the region and supports their active involvement into the SCN and its**



activities. The project includes a significant emphasis on engagement with current and prospective member cities and municipalities in countries across the ESA region to ensure the network is driven by – and ultimately responds to – the needs and gaps that local leaders and local governments themselves identify in their ability to prevent violent extremism, hate and polarisation within their communities. Dedicated to engagement within the ESA region, there will nonetheless be a need for strong internal coordination with HQ colleagues, so that HQ and SCN’s Regional Hubs function as a cohesive Management Unit supporting the role of cities around the world in prevention.

The ESA Regional Hub will be part of the SCN Management Unit’s organisational structure and is expected to work seamlessly with HQ. The contract will be issued by ISD Germany and will be subject to German law.

The tender is made available under the recently-awarded STRIVE Cities project which will be delivered by SCN, resourcing SCN Regional Hubs and network engagement in the MENA and ESA regions. The successful applicant will be required to deliver in accordance with the STRIVE Cities requirements and use consistent STRIVE branding in addition to SCN branding.

Scope of Work

The successful bidder will lead the operationalisation and development of the ESA Regional Hub in close coordination with and strategic oversight from SCN’s HQ team. The bidder will be responsible for five key lines of effort which are broken down in detail in this section. They include:

- 1. Strengthen and maintain effective long-term relationships with member cities and relevant local, national and regional stakeholders to secure their active involvement into the network and its activities (20%)**
 - Engage regional membership on the refreshed global SCN strategy and functions of the new ESA Regional Hub;
 - Conduct outreach with municipalities and mayors’ offices to (re)engage key points of contact in the network’s activities and build strong and lasting relationships with local governments throughout the region;
 - Conduct outreach with national government and international (donor) community representatives in each country to ensure buy-in for SCN’s strategy and work, and leverage already existing networks so all relevant local and national relevant stakeholders are engaged;
 - Carry out day-to-day communication with SCN members and other interested cities in the region sharing updates, engaging stakeholders in upcoming events and activities and being responsive to questions, concerns and needs of our members;
 - Update regional member/partner contact databases and ensure they feed into centralised HQ databases.
 - Manage the on-boarding of new/prospective member cities in coordination with HQ colleagues;
 - Monitor upcoming election periods and identify other political events which may necessitate handover with/induction of new relationships with a different mayoral administration, or an *ad hoc* response, working to minimise interruption to SCN activities;
 - Capture and update key monitoring and evaluation data that enables us to track quality and consistency of member engagement;



- Provide translation and interpretation support to the SCN Management Unit, whenever necessary.

2. Identify, develop and deliver regional SCN programming that responds to the needs of cities (30%)

- Build and maintain a consistent profile of member needs/gaps in preventing and countering violent extremism, hate and polarisation at the city level across the region, involving conducting interviews, running focus groups, holding informal discussions and roundtables, conducting desk-based research and literature reviews and developing and disseminating survey instruments;
- Ensure that global SCN strategy is informed by needs, priorities and concerns of members in the ESA region, including through supporting regional strategy development processes;
- Ensure cities are given a platform to inform relevant national government and other regional stakeholders about their needs and priorities;
- Establish, promote and staff an SCN “help desk” to respond to member requests for support and expertise;
- Scale-up lessons learned based on previous regional deep-dive programming that are pertinent for municipal-level policy and practice;
- Coordinate with HQ and other Regional Hub teams to understand which in-house modules are most relevant for individual cities in the region;
- Design, deliver and evaluate key regional engagement, training and networking activities including regional workshops, exchanges, webinars, mayoral fora, with responsibilities for technical input and content development as well as a number of complex, logistical tasks including contracting services, securing speakers and participants, arranging travel, organising and liaising with event venues and services, and budgeting/forecasting effectively;
- Ensure that city participants from the ESA region are represented in/engaged with SCN and relevant partner activities at global and multilateral levels beyond the region;
- Co-design and co-deliver local initiatives with municipal governments based on their needs utilising funds from the technical support budget;
- Identify and build synergies with already existing municipal or community-led programming on the city level with a view to amplify local impact;
- Disseminate capacity building opportunities led by SCN partners in the region, and globally, to members and partners.

3. Facilitate the identification and exchange of good practices (35%)

- Identify the critical thematic priorities for cities across the region through general engagement and needs/gaps assessment processes;
- Secure engagement of ESA member cities with SCN Working Groups launched at the global level, contributing experience and expertise generated through local practice in the region as well as lessons learned and challenges;
- Lead the delivery of regional workshops which will unite mayors with relevant national and local stakeholders on key thematic priorities determined in accordance with local needs;
- Work with HQ team to develop policy learnings, good practice case studies and recommendations that draw on the experiences of cities in the region;
- Explore opportunities for inter-regional best practice exchange based on shared needs and gaps together with Regional Hub teams;



- Develop policy briefings, training manuals, guidelines, blog posts, quick-turnaround research analysis briefings for dissemination to regional cities and global membership;
- Lead the organisation and delivery of regional webinars on thematic issues that speak to the priorities of members, and ensure regional voices are represented in global-level webinars where relevant;
- Ensure active involvement of ESA members in the International Steering Committee and global thematic working groups, working closely with HQ colleagues;
- Disseminate relevant and innovative policy briefings, training manuals, guidelines, blog posts, and quick-turnaround research analysis briefings to regional members;
- Produce annual SCN ESA report identifying member needs, progress towards implementing global SCN strategy in the region, and key policy/practice take-away that should inform discussion at global levels.

4. Project management and financial management (15%)

- Contribute to weekly regional and global SCN internal team meetings;
- Submit quarterly progress reports;
- Support monitoring, evaluation and learning efforts at regional and, where necessary, global levels;
- Use institutional and external project management tools to effectively manage projects and activities to time, quality and budget;
- Ensure consistent internal coordination with regional and HQ colleagues;
- Deliver communications outputs in coordination with HQ colleagues ensuring that work from ESA is reflected in broader SCN communications including the newsletter and blogposts on the website;
- Support the development of communication outputs in local languages.
- Handle financial aspects of regional SCN activities organised as part of the ESA Hub, including: at least five regional workshops (up to €295,000 total maximum), SCN regional technical support fund (up to €174,080 total maximum), and other direct costs including regional travel (up to €110,000 total maximum);
- Financial reporting of said funds in line with ISD and EU project guidelines, including ensuring correct procurement processes are followed for contracting goods and services.

Programme Phases and Deliverables

Project Activity	Delivery Dates	Milestones
(Re)engaging key points of contact with regional city membership, national government stakeholders, and international partners to introduce new SCN strategy, functions of the Regional Hub, and upcoming opportunities; secure buy-in and ensure strong and longstanding relations.	January 2023	<ul style="list-style-type: none"> • Meetings held with all 10 current members in East and Southern Africa • Meetings held with prospective members. • Meetings held with key national government officials in priority countries mentioned, wherever possible. • Meetings held with key partners from the international donor community in the region, particularly focused on strong working relationship with EU Delegations and Member State Embassies.
Carry out day-to-day communication to ensure opportunities and materials are	Continuous	<ul style="list-style-type: none"> • Regular lines of communication established with the majority of SCN members in the region.



disseminated, contact databases are created/updated, new members are recruited, and key M&E data is collected		<ul style="list-style-type: none"> • SCN member and partner databases are updated bi-weekly. • Application processes of prospective members are efficient and recruitment is strategic.
Map member needs/gaps in preventing and countering violent extremism, hate and polarisation at the local level across the region	October 2022 and continuously update	<ul style="list-style-type: none"> • Conduct key informant interviews, focus groups discussions and desk-based research to update all member city profiles and draft profiles for newly recruited members. • Ensure profiles are updated at least on a bi-annual level to ensure the provision of SCN services is always relevant.
Establish, promote and staff an SCN “help desk” to respond to member requests for support and expertise	Continuous	<ul style="list-style-type: none"> • Timely, relevant and quality response to members’ requests. • Collect and analyse feedback to improve service provision.
Deliver at least five regional workshops with at least 130 participants each on topics of key interest for cities in ESA, providing a platform to discuss regional challenges and share local good practices.	estimated February 2023 and June 2023; exact dates TBC.	<ul style="list-style-type: none"> • Identify and invite participants for the event. • Successfully organise logistics of the event. • Collaborate with SCN HQ to design agenda and content for the workshop based on city needs. • Jointly deliver the workshops with SCN HQ. • Follow up with workshop participants, including production and dissemination of summary/recommendations papers
Co-design and co-deliver local initiatives with cities/local governments which address identified needs, allocating and administering resources from the technical support fund.	July 2023	<ul style="list-style-type: none"> • Successful allocation and use of a EUR 40,000.00 technical support fund for local initiatives that address identified needs. • Co-design and co-deliver strategic projects in at least four ESA cities. • Monitor and evaluate local initiative impact.
Design, deliver and evaluate key regional engagement, training and networking opportunities including exchanges, webinars and mayoral fora, with responsibilities for technical input and content development as well as a number of complex logistical tasks including contracting services, securing speakers and participants, arranging travel, organising and liaising with event venues and services, and budgeting/forecasting effectively;	Continuous	<ul style="list-style-type: none"> • Plan and deliver regular “regional” webinars based on need/gaps assessment. • Ensure ESA city officials and local practitioners are engaged in global webinars. • Develop policy briefings, training manuals, guidelines, blog posts, quick-turnaround research analysis briefings for dissemination to regional cities and global membership.
Involvement of city policymakers and practitioners from ESA in dedicated SCN-led global activities, including engagements with other relevant institutions and partners	Continuous	<ul style="list-style-type: none"> • Ensure ESA city official and local practitioner involvement in SCN or partner-led side events and sessions at multilateral events including the UN General Assembly, Global Counterterrorism Forum (GCTF), African Union and other relevant for a. • Support and strengthen ESA city officials’ participation in the SCN International Steering Committee.



		<ul style="list-style-type: none">• Support and strengthen ESA members' participation in SCN working groups.• Ensure ESA city officials take part in other global online and offline SCN-led events where relevant.• Ensure ESA members' involvement in relevant conferences, workshops and trainings convened by key partners regionally and globally.
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What does success look like?

The successful bidder will ensure an active and engaged membership in ESA, driving forward a regional programme of work that is driven by and responds to the needs of its members. Working closely with HQ and the wider SCN Management Unit, the implementing partner will ensure that regional needs, priorities and good practices are reflected in global SCN operations and activities and that ESA members benefit from global connections, networking and learnings. Beyond furthering city-to-city engagement and supporting local capacity building and regional coordination, the successful bidder will work closely with HQ to raise the profile and voices of mayors and cities in national and international fora and driving forward new channels for cooperation.

The SCN intends to secure continued financial support for SCN Regional Hubs to deliver ongoing support and good practices to cities around the world. Running for at least 34 months under existing funding, and subject to satisfactory performance, the successful delivery of the Scope of Work outlined in this tender will support SCN's longer-term strategy for the Hubs in the delivery of the network.

Selection Criteria

Eligibility

- Legally registered organisation in at least one country in the ESA region with the demonstrated ability to conduct work region-wide;
- Bidder must hold, or commit to securing, all the appropriate permits to conduct activities in the region, in line with the Scope of Work;
- Physical presence (office) in at least one ESA country;
- For-profit organisations are eligible to apply, but are restricted to the same indirect cost limits as non-profit organisations and may not charge a fee;
- All applicants will be subject to ISD's due diligence checks and will be required to demonstrate evidence of robust policies for fraud prevention, anti-corruption and safeguarding

Essential

- Experience of developing partnerships with local and national government stakeholders and civil society organisations;
- Experience and active engagement in local-level extremism, hate and polarisation prevention in the region;
- Knowledge of regional, national and local P/CVE and related frameworks, strategies and structures;



- Demonstrable expertise and capacity to work in the English language and at least one of the relevant languages in the region including Arabic, French, Portuguese and Swahili. ESA.
- Strong project management skills, as evidenced by the successful delivery of projects and grants.
- Experience in managing grants worth between €100,000.00 – €1,000,000.00
- Strong training, facilitation and train-the-trainer expertise.

Desirable

- Bidder has experience working with EU funding and understanding of EU grant and procurement guidelines;
- Knowledge of existing SCN capacity building engagement in East and Southern Africa;
- Already existing relationships with local governments and civil society organisations in the region.

Evaluation Criteria

Bids will be evaluated and scored by a panel of SCN's senior programme and operations staff, in line with the below selection criteria and weighting.

Quality of Personnel (25%)

The SCN puts a large significance on the capacity of the candidate organisation to deliver the work outlined above. In addition to the essential and desirable requirements listed, the SCN expects the applicant to allocate 100% of time of three staff members, or equivalent, to service the key functions of the East and Southern Africa Regional Hub. The SCN envisions that the three staff position would include:

- **Head of Regional Hub:** this role will be responsible for overall management of the Regional Hub, overseeing its engagement with cities, partners, the SCN Management Unit's Central Team, and providing strategic and managerial support for delivery of activities like the regional workshops and needs assessments.
- **Programmes Lead:** this role will build relationships with new member cities and strengthen relationships with existing ones through sustained engagement and communication. The Programmes Lead will support with practical deployment of the technical support fund, populate regional pages of the SCN website, and support the Hub Lead and Network Officer with delivery of large-scale activities like the regional workshops.
- **Network Officer:** this role will provide outreach and engagement support to the Head of Regional Hub, supporting with identifying and on-boarding new city members. The Network Officer will also support with collecting data for the capacity and needs assessments, and will provide logistical support for the delivery of regional activities and the involvement of key cities in the region in global SCN and multilateral partner events.

The SCN requests the bidder to provide three CVs, including contracts of already existing staff or letters of intent. However, the SCN is open to proposals with different staffing allocations that equally reflect the total effort of contribution mentioned at the start of this paragraph.



Organisational Capacity (15%)

In assessing applications, the SCN expects the applicants to have robust procurement and financial management processes. As a part of this, the SCN expects the organisation to set up processes that will make it compliant EU regulation. Other policies and guidance on issues such as human rights, gender and diversity, capacity development, conflict sensitive approaches and do no harm principles are also considered as essential and need to be submitted.

Relevant Institutional Experience (10%)

The SCN will consider the 'added value' offer of the applicant involved in the project, especially where it develops networks and capacities or valuable collaborations. The successful candidate is expected to work closely with other stakeholders, in particular local governments, but also national government, international community and civil society stakeholders in the region. Candidates are asked to list a total three relevant projects to demonstrate the breath of their network and relevant experience which will allow them to successfully carry out the tasks outlined in this tender. Please include the name of the project, value of the award, granting authority (donor), implementation period and a short description of the project. Do not include projects that have been completed more than three years ago.

Strategic Approach and Workplan (20%)

The SCN expects organisations to provide a clear and detailed strategic plan for effective city engagement in the ESA region. This should include views on how the SCN through its Regional Hub should strengthen its regional work to ensure it is viewed as a credible partner for local governments in facilitating networking and sharing of good practices among cities, providing tailored support and elevating their voices in national, regional and multilateral fora. Moreover, the applicant should have a well-developed, realistic workplan to execute the strategic vision, referencing key delivery outputs and milestones mentioned above. Applicants should set out the challenges risks they anticipate in relation to this potential award, and the steps they will take to mitigate these.

Budget (20%)

Realistic and responsible budgets are an important part of our assessment of grants. Where existing investment can be unlocked or additional funding or in-kind support can be acquired to support project activities, this should be highlighted.

Organisations should provide their latest bank statements and latest audited accounts to demonstrate their capability to manage grants of between €100,000 to €1,000,000. Descriptions of individual transactions may be redacted for reasons of confidentiality or security, at the applicants' discretion.

For this grant, the SCN has a maximum budget of €339,150.00 for staffing, with additional direct costs for regional activities of up to €579,080.00 which are expected to be managed by the successful applicant. Specifically, this includes the financial management of at least five regional workshops (up to €295,000.00 total maximum), the SCN regional technical support fund (up to €174,080.00 total maximum), and other direct costs including local travel (up to €110,000.00 total maximum).

For this submission, we request applicants to submit a budget outlining staff costs only, up to a total of €339,150.00. Applicants should allocate staffing across the 34-month period at sufficient levels to provide consistent engagement and outreach to fulfil the objectives of the Regional Hub and deliver



against the SOW. Applicants should not include direct costs associated with the delivery of activities, since these are currently held by the SCN. Upon selection of the successful applicant, the SCN will determine the exact direct cost total which will be included in the contract value, with the expectation that these direct costs will be administered by the selected partner. Estimated maximum values for these direct costs are outlined in the paragraph above.

In order to give confidence that the applicant organisation has the capability to manage such a level of funding, we ask applicants to demonstrate prior experience of successfully managing budgets of up to €1,000,000. Applicants are further asked to set out how they will ensure that funds provided by the SCN/ISD will be managed responsibly and transparently, with full accountability to SCN/ISD and our donors as required. Applicants should set out their policies for avoiding financial misconduct, fraud or corruption in relation to this potential award from the SCN.

Security and Duty of Care (10%)

Applicants should demonstrate that they take ethics and security risks seriously, and consider the risks of projects professionally and proportionately. Organisations are asked to detail their approach to security and duty of care for staff, contractors and beneficiaries/clients. As organisations will have a role in supporting SCN/ISD in managing security and duty of care for their staff and contractors on official business in areas supported by the Hub, applicants should also indicate how they will support ISD to understand security risks in those locations.

Application process

Timetable

7th September 2022	Request for proposals published
21st September 2022	Deadline for registering any queries on the RFP, to be submitted to grantsteam@isdglobal.org by 23:59, UK time
23rd September 2022	The SCN to share responses to queries with bidders
30th September 2022	Applicants submit complete proposal package to tenders@isdglobal.org by 23:59, UK time
5 th October 2022	Preferred bidder to be notified, start of due diligence checks. ISD reserves the right to conduct interviews with potential successful candidates dependent on need
17 th October 2022	Start of contract

Submission guidelines

All bidders must submit the following documents. See the enclosed template for further details.

Technical Response (to be sent in a separate file to the Financial Response) with the following sections:

- Executive Summary
- Organisational Capacity
 - Response to the Scope of Work
 - Financial Management Capacities (this is fine to be separate from the Financial Proposal)
 - Organisational Processes, Policies and Guidelines



- Relevant Institutional Experience (I suggest asking for 3 examples, not 3-5)
- Strategic Approach and Workplan
 - Strategic Approach
 - Workplan
 - Risks
- Added Value and Sustainability
- Security and Duty of Care
- Presentation of Key Personnel (Quality of Personnel)- 3 CVs responding to the key positions outlined in the RFP.
- Any other relevant documents (Optional)

Financial Response (to be sent in a separate file to the Technical Response) with the following sections:

- Budget in the provided template
- Budget narrative
- Copy of the organisation's registration documents
- Copy of latest company accounts

Proposals must be submitted via email to tenders@isdglobal.org by 23:59 BST on **Friday 30th September 2022**. Subject of the email must be **SCN ESA Regional Hub tender**.

For any questions, please contact grantsteam@isdglobal.org

ISD reserves the right to interview and appoint applicants prior to the closing date of this vacancy.