



TECHNICAL SPECIFICATIONS – TERMS OF REFERENCE INTELLECTUAL SERVICES

Agence Française de Développement

5, rue Roland Barthes

75598 Paris Cedex 12- PARIS Trade and Companies Register no. B 775 665 599

Telephone: + 33 (0)1 53 44 31 31

[AFD] Technical Support for the Strategic Valorisation of Cultural Infrastructures in Cape Town

CLS-2025-0379

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ARTICLE 1. Presentation of AFD

Agence Française de Développement (AFD) group is a public institution that finances, supports and accelerates the transition to a more just and sustainable world. A French development aid and sustainable development investment platform, we build shared solutions with our partners, with and for the people in developing countries.

Our teams are involved in over 4,000 projects in France, in the overseas territories and in 115 other countries, for the common good of humanity – the climate, biodiversity, peace, gender equality, education and health. In this way, we are thus contributing to the commitment of France and of the French people to the Sustainable Development Goals. For a shared world.

Through grants, loans, guarantee funds or debt reduction and development contracts, AFD funds projects, programmes and studies and supports its partners in developing countries with their capacity building.

Its subsidiary **Proparco** (www.proparco.fr) provides support for private investments. Dedicated to mobilising French public expertise, **Expertise France** (www.expertisefrance.fr) has joined the AFD Group in 2022.

AFD also works with French and international academic networks to feed into forward-looking discussions and debates on development.

It manages the **French Global Environment Fund (Fonds français pour l'environnement mondial - FFEM)**, which co-finance projects that bridge environmental and development issues.

Full information on AFD, and in particular its Code of Ethics, which the service provider is strongly encouraged to read, can be found at www.afd.fr.

ARTICLE 2. Background and goals of the work

Making Spaces for Culture

- ✓ Culture is integral to both urban development and human development: to improving the city, and the lives of its residents - sustainably, equitably and inclusively.
- ✓ How best can the City of Cape Town use infrastructure to unlock the economic and social power of culture for its people?

Context

Cape Town has a diverse cultural heritage, talented artists and creatives, a rich cultural ecosystem and well-established creative industries. The city is considered one of the top sites for the arts, design, music, fashion, film and animation sectors, and boasts numerous institutions that are locally and internationally recognised for their creative vision and output. Cape Town's culture is also unique, and this is vital to its distinctiveness, liveability, and reputation as a dynamic African city.

Participation in the cultural life of the city, from the culture of everyday life to cutting-edge artistic expression, is considered inherently valuable: it can challenge perceptions, stimulate emotional, spiritual and intellectual reactions, encourage self and group expression, strengthen sense of identity, belonging and resilience, and improve quality of life. It can also be the means to deliver on a range of instrumental outcomes including job creation, economic prosperity, destination building, tourism, social and community cohesion, health and wellbeing, improved environments and civic engagement.

Culture is therefore integral to both urban development and human development: to improving the city, and the lives of its residents - sustainably, equitably and inclusively.

As a City, we have the opportunity to better leverage the benefits of culture for Cape Town and its people but face the following challenges:

- ✓ Cultural considerations are not yet well integrated into urban planning and design such that cultural values, cultural heritage (tangible and intangible) and creative practices are factored into the generation and regeneration of urban environments to ensure that they maintain or enhance their unique character and identity.

- ✓ Cape Town's cultural infrastructure is not mapped or accounted for. Research is needed to identify different types of cultural spaces, and how they are distributed, given the central role that cultural spaces play in providing opportunities for people to participate in geographically based local cultural activities, as well as supporting the creative economy.
- ✓ Many of Cape Town's public spaces do not encourage or allow for creative activation or make visible the cultural life and heritage of the city. The quality of public spaces can be improved through different forms of cultural or creative intervention (creative placemaking), recognising that a vibrant public realm has the potential to enhance the everyday interactions and experiences for residents and visitors, and is critically important to fostering democratic and pluralistic values.
- ✓ With the predicted effects of climate change becoming progressively more apparent and acute, there is a need to link culture and environmental awareness towards active citizenship and climate justice. Creative practices and collaborations, creative greening and circular design can all be engaged in changing attitudes and relationships to the environment, the land and the life it holds.
- ✓ South Africa's legacy of segregation continues to produce social, spatial and economic inequality, affecting the lives of many of Cape Town's residents. Initiatives that foster inclusivity and wellbeing, and provide access to economic opportunity through culture, creativity and heritage, must be actively supported to encourage social cohesiveness, increase entrepreneurship and support creative livelihoods.
- ✓ The City of Cape Town's strategic and financial investment in culture and creativity is under-realised in comparison to other cities globally. This will need to improve over time to support people's basic right to access and contribute to the city's cultural and creative life. By supporting cultural participation, freedom of expression and creative excellence, the City can ensure that the cultural ecosystem is more resilient, equitable and dynamic, and ultimately more generative and productive.

ARTICLE 3. Purpose of the assignment

"The decline in cultural production is more pronounced in smaller-scale, local entities and is likely related to a reduction in available, affordable and suitable production space. It is possible that this produces something of a vicious cycle. As fewer people are able to access cultural infrastructure, fewer people feel that arts and culture resonate with their experience or values and there is less support for public investment in the cultural sector. This is alarming as there is a strong correlation between active cultural participation and wellbeing. Infrastructure to produce and participate in culture will be required to improve and sustain the wellbeing of our communities."

Boiling and Thurman.

There is a major opportunity to:

Help activate unutilised and underutilised City of Cape Town infrastructure by

- Utilising the City of Cape Town's drive to use infrastructure as tool for economic development and social inclusion;
- To assist with the anecdotal demand for cultural infrastructure, from the local cultural ecosystem, especially within under resourced communities.

The project will:

1. Assess the current cultural infrastructure landscape across Cape Town.
2. Identify the demand for cultural activities through data-driven and community-informed methods.
3. Generate a prioritised list of municipal facilities suitable for cultural upgrading.
4. Define the scope of enhancements, including architectural, technological, and programmatic upgrades.
5. Estimate costings for infrastructural upgrades across different typologies of spaces.
6. Map the Civil Society Organisations offering products and services capable of contributing to the animation of these spaces.
7. Recommend actionable strategies for the City of Cape Town to sustain and govern these spaces effectively.

Outputs

- ✓ Comprehensive Research Report on cultural infrastructure and demand in Cape Town.
- ✓ Cultural Infrastructure Map: Interactive digital and printed maps.
- ✓ Facility Enhancement Toolkit: Upgrade designs, costing, and planning guidelines.
- ✓ Policy and Strategy recommendations for City and other stakeholders.

Outcomes

- ✓ A prioritised roadmap for upgrading an agreed number of municipal facilities.
- ✓ Enhanced understanding by policymakers of cultural demand across the metro.
- ✓ Strengthened partnerships between government and the cultural sector.
- ✓ Informed public investment decisions aligned with community needs.

Impact Objectives

The project will directly contribute to:

- Spatial justice by decentralising cultural access.
- Youth development through safer, equipped spaces for creativity and expression.
- Job creation and enterprise support in the creative industries.
- Urban regeneration in historically underserved neighbourhoods.
- Policy innovation by embedding culture in urban development planning.

ARTICLE 4. Service expected under this tender

4.1 Geographic scope of the study

Cape Town Metropole

4.2 Details of the expected service

The project will be structured into three successive phases.

1. Phase 1 – Operational Diagnosis

- Content of the phase:
 1. Assess the current cultural infrastructure landscape across Cape Town.
 2. Identify the demand for cultural activities through data-driven and community-informed methods.
 3. Generate a prioritised list of municipal facilities suitable for cultural upgrading.
- Deliverables:
 1. A comprehensive Research Diagnosis Report on cultural infrastructure and demand in Cape Town
 2. Cultural Infrastructure Map: Interactive digital and printed maps.
 3. A prioritised roadmap for upgrading an agreed number of municipal facilities (including mapping)

These outputs would be presented in a workshop including AFD and other relevant stakeholders to jointly validate the deliverables and confirm the priority focus.

2. Phase 2 – Scenarios and In-depth Analysis

- Content of this phase
 - 1- Define the scope of enhancements, including architectural, technological, and programmatic upgrades. For each priority site, the service provider should develop concrete scenarios (light refurbishment, full transformation, etc.), including:
 - a. indicative budgets,
 - b. analysis of expected impacts (jobs created, beneficiaries, socio-economic returns)
 - c. governance options (municipal management, co-management with CSOs, PPPs, etc.).
 - 2- Estimate costings for infrastructural upgrades across different typologies of spaces.
 - 3- Map the Civil Society Organisations offering products and services capable of contributing to the animation of these spaces.
- Deliverables:
 - a. Action sheets per site (with plans, detailed budget, governance scheme),

- b. Scenarios for prioritized enhancement, based on budget, impact and governance feasibility
- c. Actionable strategies for the City of Cape Town to sustain and govern these spaces effectively.

These outputs would be presented in a workshop including AFD and other relevant stakeholders to jointly validate the deliverables and select the prioritized scenario.

3. Phase 3 – Development of the roadmap

- o Content of this phase: finalisation of a roadmap
- o Final deliverables
 1. A roadmap including an investment and financing plan and timelines, ready for integration into the municipal policies and budget
 2. A presentation kit (PowerPoint type) to support the mobilisation of partners and sponsors.

A final workshop would allow validation of the results and preparation of the next steps.

4.3 Available data and information

The City has GIS datasets available on our open data portal for many City facilities, including those that can be considered cultural infrastructure.

The open data portal is available at: <https://odp-cctegis.opendata.arcgis.com/>.

Datasets are available for: Sports Grounds, Resorts, Municipal Courts, Cemeteries, Places of Worship, Libraries, City-owned Early Childhood Development Centres, Municipal Swimming Pools, Recreational Hubs, Parks, Monuments, Community Centres, CoCT Buildings and Outdoor Gyms.

The City also has GIS datasets for its heritage inventory (all City and privately-owned sites) and a separate spreadsheet for the City owned buildings of heritage significance.

The Community Arts Centres Network of the Western Cape (CACNET) has developed a list of 38 community centres within the City of Cape Town. This information has not yet been spatialised.

4.4 Estimated days of work

The overall duration of the assignment is 15 months.

AFD estimates an indicative total of approximately 255 working days, to be distributed among the required areas of expertise as follows:

- Project Management and Coordination: 100 days
- Research and Data Analysis: 20 days
- Built Environment and Design: 35 days
- Cultural and Creative Sector Expertise: 40 days
- Governance and Policy: 15 days
- Communications and Stakeholder Engagement: 15 days
- Monitoring, Evaluation and Learning: 10 days
- Technical and Digital: 20 days

These figures are provided for indicative purposes only. They aim to support the preparation of the financial offer and shall not limit the tenderer in proposing a different distribution of days or a different team structure, provided that such differences are duly justified in the technical proposal.

It is expected that the proposed experts will present differentiated daily fees according to their seniority, field of expertise, and role within the team.

A single expert may cover several areas of expertise, subject to adequate justification.

The detailed breakdown of working days and corresponding fees shall be presented in the financial decomposition (DPGF) annexed to the financial offer.

A balanced combination of international and local expertise is encouraged.

4.5 Delivery / performance conditions / contact people

AFD will be responsible of the procurement and contract management/payments, in partnership with the City of Cape Town (CoCT).

On client side (AFD), the service contract will be supervised under the responsibility of:

- Caroline Dole (team task Leader for culture and art projects, AFD Paris): dolec@afd.fr
- Camille Chaigneau (senior project lead - urban development and municipalities, AFD Johannesburg): chaigneau@afd.fr
- Lou Cambarrat-Roux (project officer Art and Culture – AFD Johannesburg): cambarratroux@afd.fr

The City of Cape Town (beneficiary city) will be involved in the overall technical supervision of the study. The project manager will be Robin Jutzen (point of contact for the City, coordination of both technical and general comments and feedback on the study, and coordination of meetings).

- Robin Jutzen: (Manager: Arts and Culture Development Branch/ Community, Arts and Culture Development Community Services and Health) Robin.Jutzen@capetown.gov.za

4.6 Expected methodology

Example of a possible methodology:

Cultural Infrastructure Audit

- ✓ Inventory of all municipal facilities (e.g. community halls, libraries, parks) and other spaces in the metropole used for culture.
- ✓ GIS mapping and assessment of spatial distribution and functionality.
- ✓ Review of accessibility, and usage data.

Demand Analysis

- ✓ Community surveys and participatory mapping workshops.
- ✓ Engagements with artists, cultural practitioners, and civil society organisations.
- ✓ Review of event permitting data and existing cultural policies.

Facility Matching and Enhancement Design

- ✓ Cross-analysis of underutilised facilities and identified cultural needs.
- ✓ Co-design with local communities and architects.
- ✓ Development of prototypical upgrade plans.

Costing and Feasibility

- ✓ Engineering and architectural cost estimations for light, moderate, and full upgrades.
- ✓ Economic modelling of long-term returns on cultural investment.

Institutional Strategy

- ✓ Policy alignment with the City of Cape Town's Integrated Development Plan (IDP) and other relevant policies and / or strategies
- ✓ Governance models and partnership frameworks with communities, NGOs, and private sector.

4.7 Estimated time frame for the service

The duration for completion of the project is estimated at 15 months from the date of appointment. Regular progress meetings with City of Cape Town and with City of Cape Town and AFD will be required, either online or in person. The frequency of them will be discussed at the beginning of the study.

4.8 Expected deliverables

Phase 1

- A comprehensive Research Diagnosis Report on cultural infrastructure and demand in Cape Town
- Cultural Infrastructure Map: Interactive digital and printed maps.
- A prioritised roadmap for upgrading an agreed number of municipal facilities (including mapping)

Phase 2

- Action sheets per site (with plans, detailed budget, governance scheme),
- Scenarios for prioritized enhancement, based on budget, impact and governance feasibility
- Actionable strategies for the City of Cape Town to sustain and govern these spaces effectively.

Phase 3

- A roadmap including an investment and financing plan and timelines, ready for integration into the municipal policies and budget
- A presentation kit (PowerPoint type) to support the sensibilization of policy makers and the mobilisation of partners and sponsors.

4.9 Expertise expected of the Service Provider

In order to achieve the required deliverables, the following expertise is anticipated to be required:

1. Project Management and Coordination

- **Project Manager** – overall delivery, timelines and stakeholder coordination.
- **Administrative and Logistics Support** – scheduling, documentation and coordination.

2. Research and Data Analysis

- **Cultural Infrastructure and Policy Researcher** – leads the overall research, integrates cultural policy, undertakes qualitative engagement (interviews, focus groups, participatory workshops) and guides interpretation of findings.
- **Data and GIS Mapping Specialist** – handles quantitative demand analysis, facility usage metrics, demographic modelling and produces both interactive and printed cultural infrastructure maps.

3. Built Environment and Design

- **Architect / Heritage Architect** – designs upgrades, ensures heritage sensitivity and plans adaptive reuse of facilities.
- **Quantity Surveyor** – prepares detailed cost estimates for different space typologies.
- **Technical Infrastructure and Engineering Specialist** – covers structural integrity, acoustics, lighting, staging and other technical requirements.

4. Cultural and Creative Sector Expertise

- **Creative Industries and Cultural Development Consultant** – advises on sector trends, infrastructure needs and programming opportunities.
- **Community Engagement and Cultural Mapping Facilitator** – connects with grassroots organisations, conducts participatory mapping and gathers local input.

5. Governance and Policy

- **Cultural Policy or Legal Advisor** – alignment with local, national and international cultural policy frameworks. Advice on sustainable management models for public facilities.
- 6. Communications and Stakeholder Engagement**
- **Stakeholder Engagement and Facilitation Specialist** – leads inclusive workshops and consultations across diverse communities.
 - **Visual Communications and Digital Design Specialist** – produces toolkits, infographics, and interactive map visuals.
- 7. Monitoring, Evaluation and Learning**
- **Monitoring and Evaluation Specialist** – develops indicators, tracks outcomes and reports on impact.
 - **Social Impact Analyst** – measures broader cultural, social and economic benefits.
- 8. Technical and Digital**
- **IT / Web Mapping Developer** – for interactive cultural infrastructure map platform.
 - **Database Manager** – manages the cultural facility and organisation registry.

ARTICLE 5. Validation of deliverables by AFD

5.1 Deliverables validation process

The deliverables will be validated by the contracting entity (AFD) at each of the phase after prior review and validation by City of Cape Town. The validation of the deliverables will condition the progression from one stage to the next.

At the City level, a technical steering committee including various teams (art and culture, urban planning, engineering...to be confirmed) will be set up to supervise the progress of the study and to discuss the deliverables. The City's team will engage with relevant executive directors, when necessary, to update them of the progress of the study and get their buy-in at each key step of the work.

5.2 Use of English/French

Under the contract, English must be invariably used with the project owner: documents, meetings, reports, telephone calls, e-mails, all deliverables, etc.