

Barcelona, 9th June 2020

Subject: CALL FOR TENDERS

Dear Tenderer,

We are pleased to publish an open call for the provision of **AN INDEPENDENT ASSESSMENT OF THE POSITIONING OF UNITED CITIES AND LOCAL GOVERNMENTS (UCLG), ITS ACTIVITIES AND GOVERNANCE -ref. 001-2020-**. All information related to the purchasing procedure is contained in Annexes 1 and 2. We kindly recommend you to read it carefully and follow the instructions contained in these documents.

UCLG is the world organization representing local and regional governments. The contracting party in this tender will be the UCLG World Secretariat, based in Barcelona (Spain). The contract will be governed by Spanish law and the courts of Barcelona.

The principles of transparency, publication and dissemination, free access, equality, competition, economy and fairness will be respected by UCLG in this tender.

Yours sincerely,

Emilia Sáiz

Documents attached:

- Annex 1: Terms of Reference
- Annex 2: Contractually Binding conditions



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ANNEX 1

TERMS OF REFERENCE FOR AN INDEPENDENT ASSESSMENT OF THE POSITIONING OF UCLG, ITS ACTIVITIES, AND GOVERNANCE

Objective

The objective of the evaluation is primarily to provide an independent, external view of the World Organization of United Cities and Local Governments (UCLG) around mainly three issues:

- I. An assessment of the overall health of the organization and its performance.
- II. An analysis of UCLG's position in the global context.
- III. Analysis of the organizational structure of the UCLG network and its governance mechanisms.

The assessment should enable the external expert to make recommendations that will allow UCLG to go to the next stage as an organization.

Background of UCLG

1. UCLG is the heir organization of a municipal movement which first met in 1913 in Ghent, which was constituted as an organization by the establishment of the League of Nations, the predecessor of the UN. The aspirations of the original congress were to create community and to learn to face challenges that went beyond mere local realities (even then). After the world wars, the municipal movement played a very important role in reconciliation and led the dialogue for peace with the establishment of a culture of solidarity that materialized in twin cities within and outside of Europe.
2. The creation of United Cities and Local Governments in 2004 was the result of many years of exchanges between local and regional leaders from around the world, who, despite working from different organizations, had common objectives. They were united by the conviction that the creation of a single world body would facilitate the defense of the interests of local and regional governments in the international arena. This feeling was even endorsed by the UN at the second Habitat Conference held in Istanbul in 1996. During the preparations for the conference, the many existing organizations were directly approached to coordinate and then to start the unification negotiations.
3. The promotion throughout the world of the democratic values that underpinned the movement and that continue to be enshrined in the Preamble of our Constitution has been critical and played a vital role in the decisions to expand. The Preamble remains fully valid today. It contains messages about the importance of unity, about the relevance of representing members of all sizes and types. It calls for diversity and is based on some of the most noble and far-reaching causes advocated by humanity as part of a multilateral system of governance, such as human rights and democracy.
4. Our Constitution anticipates the need to address both the rural and urban dimensions, as well as the role the environment should play in our policies. It recognizes the concept of partnership and dialogue between levels of government. All of the above is a reference for our work today and could serve as a beacon for the next decade.

Scope of and Approach to the Assessment

OBJECTIVE 1: Assessing the health and performance of the Organization

5. UCLG is a membership organization of local and regional governments and their associations. Its aim is to enable links between members around the world, it provides knowledge to promote policies for the benefit of the communities the members represent and it also brings the voices and interest of its membership to the international community and in particular to the United Nations.
6. UCLG can best demonstrate its added value in bringing together the broad base of its membership, and also to attract new partnerships, by demonstrating its capacity to link the global and the local agendas. Implementing the global goals through the application of the Bogotá Commitments and the Durban Declaration is what we call the 'localization' of the global development agenda.
 - a. IMPLEMENTATION: Fostering, identifying and highlighting successful efforts to achieve global agendas at local and territorial levels by the UCLG membership. This also includes raising awareness of the global goals among local and regional governments so that they can implement them.
 - b. ADVOCACY to amplify the voices of territories internationally, promoting increased national and international support for, and recognition of, local and regional governments in the achievement of the global agendas.
 - c. MONITORING AND FOLLOW-UP that contribute to local and regional government data and experiences to global fora. This local vision can complement central government reporting and help shape future actions and policies.
 - d. LEARNING through training, creating a learning culture throughout the organization and promoting decentralized cooperation as a key tool of international cooperation and development programmes.
 - e. STRENGTHENING THE UCLG NETWORK, enhancing political participation, creating new tools for synchronized action, renewing partnerships with different actors and ensuring shared ownership by the different parts of the membership.
7. The policy areas followed by UCLG are as wide as the priorities of its membership. They can range from transversal areas related to governance, such as decentralization, gender equality and human rights, to more specific issues such as managing migration, public service delivery and the localization of the global agendas.
8. The Annual Work Plan of UCLG is implemented by the World Secretariat in collaboration with Committees and other parts of the network. The plan is adopted by the World Council.
9. UCLG's decentralized structure makes it possible for other parts of the network, in particular the Regional Sections, to develop their individual work plans which they submit for approval to their governing bodies.
10. The evaluation should address both the focus and capacity to influence the international agenda by UCLG as well as the relevance of its work for the membership.

OBJECTIVE 2: Assessing the position of UCLG in the global context

11. Like its members, UCLG exists in a permanent state of evolution to accompany the new needs of the membership. From the reformulation of services, the adaptation of communication channels, the sharing of responsibilities to the consolidation of a decentralized network. UCLG constantly seeks to increase its capacity for political representation in the face of the major issues on the international agendas - ecological transition, democratic renewal and sustainability in the urban era for excellence.
12. The technological and information revolution, the global impact of climate change, the transformation generated by the urban era, the institutional crises and the deficit of governance models that trigger a lack of confidence in institutions and societies around the world marked by inequalities, shape the working logic of global organizations and give territorial spheres of government a new role with new challenges that organizations such as UCLG must accompany.
13. Similarly, significant constraints on public budgets and the corresponding redefinition of tasks between different levels of government have made it more difficult for our membership to justify international action to its electorate. This has also led to processes of recentralization in many countries around the world and to a rethinking of the role of governments and the public sector.
14. Based on the results of the analysis - strengths and weaknesses of the organization - and in a changing context, the challenges and opportunities should be analyzed by articulating a clear plan for organizational adjustments and improvements to further enhance the relevance, effectiveness and efficiency of UCLG.
15. In other words, this component must lead the organization to a clear and shared way forward.
16. The recommendations should be prioritized, synthesized and presented in a way that gives effective and concrete direction to the proposed changes for the governing bodies, the Secretariat and the network as a whole.
17. The analysis should cover the following actors and aspects:
 - a. *Performance and Efficiency [Monitoring and Evaluation]*: Analyzing the systems available to the organization to monitor the organization's performance and take corrective and improvement measures.
 - b. *Sustainability and Funding*: The degree to which the organization is sustainable, funding is predictable, and resources are allocated, managed and accounted for in an effective and transparent manner. The extent to which resources are managed efficiently and the organization achieves cost effectiveness in its operations and has appropriate systems and procedures in place to do so. Management of risks by the organization and safeguard and control mechanisms.
 - c. *Identity*: Analysis of the brand image and perception of the organization by the international community.

OBJECTIVE 3: Assessing the resilience and effectiveness of the structure

18. Resilience is "the ability of an organization to anticipate change, adapt to events and create lasting value".
19. The added value of UCLG as a network consists of collective learning anchored in the experiences and expectations of members from all over the planet. It is the same value that persists over time, and on which it is built to innovate.
20. UCLG's overall functionality is managed by a group of members that gather in decision-making entities, as defined by the Constitution of the Organization. These entities are our governing bodies and they are responsible for both internal matters, and international policy and advocacy decisions, guiding and leading the Organization.
21. Beyond the Presidency, UCLG counts on three main governing bodies: the Executive Bureau, the World Council and the General Assembly.
22. Additionally, UCLG counts with two committees dealing with the financial and administrative functionality of the Organization, and one standing committee dedicated to gender equality.
23. The operation structure of the Organization is a decentralized one, counting on 7 regional sections, 1 metropolitan section and 1 section dedicated to regional governments. These sections establish their own constitutions and governing bodies and may be set up as independent legal entities. They are part of the World Organization's operating structure. Regional sections coordinate and facilitate membership and provide the World Organization with institutional support to pursue its mission and objectives within their agreed geographical or thematic area.
24. This objective should be focused on the analysis and the proposals of improvement regarding the structure of the UCLG network. The evaluation should cover the Governance of the network, including the relations of the Regional Sections with the World Secretariat and the Governing Bodies of UCLG, the positioning of the Political Councils, the Committees, the Working Groups and other instruments available to the network for the delivery of activities.
25. In particular:
 - a. *Analysis of the decentralized structure*: evaluation of how issues are addressed in a decentralized way by the network and how functional areas maintain coherence and coordination by the different actors in the network.
 - b. *Political Leadership: Roles of the different governing bodies*: in the area of network governance, the analysis should reflect the strengths and weaknesses in the coordination instruments that exist within the framework of the network. Analysis of the effectiveness of leadership and governance structures for the purpose of the network.
 - c. *Positioning of the World Secretariat and the Regional Secretariats*: the relations between the different secretariats within the network as a fundamental instrument to be able to carry out the mission and mandate of UCLG as a network.

Methodology

26. The World Secretariat will provide the consulting firm with the full set of information and documentation to be used in the course of the evaluation.
27. The consulting firm is also expected to examine, analyze and evaluate international development and its current trends that may be relevant in the international sphere.
28. In addition to the review of the documentation provided, the consulting firm is expected to conduct interviews and contacts with relevant parties, partners, members, allies, sections, commissions, etc. Members are expected to participate in the different stages of the evaluation process, providing information/documentation as appropriate, commenting on the draft reports and approving the final reports.
29. A working group with chairpersons will be appointed to establish dialogue and refine recommendations.
30. The phases of the consultancy should be:
 - a. Analysis
 - b. Presentation of an inception report to the working group
 - c. Presentation of revised results to the Presidency
 - d. Final report with proposals for improvements to be submitted to the Statutory Affairs Committee in 2021
31. It is essential that the proposed methodology involves - for quality purposes control, validation and ultimately approval - UCLG's governance structures.
32. Given the specific nature of each of the components and the corporate prominence of the assignment, the proposed team is expected to show the right mix and levels of experience, expertise and seniority.

ANNEX 2 CONTRACTUALLY-BINDING CONDITIONS

Ref. Tender: 001-2020

Publication date:	June 9 th 2020	Deadline for submitting tenders:	July 9 th 2020 midnight GMT+1
Document:	AN INDEPENDENT ASSESSMENT OF THE POSITIONING OF UNITED CITIES AND LOCAL GOVERNMENTS (UCLG), ITS ACTIVITIES AND GOVERNANCE		
Name and address of the Contracting Authority:	ORGANIZACION MUNDIAL DE CIUDADES Y GOBIERNOS LOCALES UNIDOS (UCLG) Avinyó 15 08002 Barcelona (Spain) Tel: +34 933428750 Fax.: +34933428760 e-mail: tender@uclg.org		
Short Description:	<i>More information included in Annex 1</i>		
Contract type:	Services contract		
Duration of the contract:	16 months (September 2020 - December 2021)		
Procedure type:	Open procedure		
Budget:	More advantageous proposal.		
Language of the services and communication:	English, French and Spanish		
Language submission (preference)	English , French or Spanish		
Status:	Open		
Notification of award to the successful Tenderer:	September 1 st 2020		

- 1) The contractor is responsible for implementing the task entrusted to it in the Terms of Reference (see Annex 1)

- 2) Legal aspects:
- UCLG may require information on the Tenderer to comply with their obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of its country.
 - Following the notification of the successful bid, the Tenderer(s) to which the contract is to be awarded must supply evidence about fiscal residence in their country.
 - The Tenderer and its staff must comply with human rights and undertake not to offend the political, cultural and religious of the country(ies) where the action is implemented. In particular, and in accordance with the applicable basic act, tenderers who have been awarded contracts must comply with core labour standards as applicable and as defined in the relevant International Labour Organization conventions.
 - Intellectual property originated by the successful Tenderer shall be the sole and exclusive property of UCLG.
- 3) Drafting and content of the tender documents to be submitted by the Tenderer. Tender documents must contain the following provisions and information:
- Description of the Tenderer (Organization, Expert, Consultant, Company, etc.) and the persons having powers of representation, decision-making or control.
 - Key experts and CVs, in the case of individuals involved.
 - Technical offer according to the requirements outlined in Annex 1.
 - Financial offer including indirect tax if applicable.
 - All financial identification information including the financial identification number. In a later phase of the contract drafting, the bank account details should be provided to UCLG.
- 4) The set of tender documents need to be sent to UCLG by e-mail to tender@uclg.org no later than the date and time indicated in the deadline above. No Tenders will be accepted beyond the submission date, unless informed otherwise on the website.
- 5) In case additional information is required to submit the proposal, we kindly invite you to contact UCLG by writing to the e-mail address tender@uclg.org. Only relevant questions in writing concerning clarifications of the Tender will be answered.
- 6) Tenderers are entitled to withdraw their offer at any time.
- 7) UCLG might request additional information with relation to the proposal in the case of unclear concepts raised to UCLG. If this is the case, the Tenderers whose submissions require clarification will be asked to reply within a reasonable deadline set by the assessment team. If the Tenderer submits a self-declaration/statement as documentary proof, the contracting authority reserves the right to ask for further documentary evidence.
- 8) If UCLG suspects that a candidate, tenderer or applicant does not comply with the rules, it must ask the candidate/tenderer/applicant to provide evidence demonstrating actual compliance with the applicable rules.
- 9) Evaluation Criteria: UCLG will ensure that the awarded tenderer does not have a potential conflict of interest with the organization and will decide whether or not the submitted proposals:
- Comply with the essential requirements of the tender dossier: technical, administrative and financial.
 - Satisfy the requirements set out in the tender dossier.
 - Contain the complete documentation.
 - Use the correct language required in the tender dossier.

The selection criteria concern the Tenderer's capacity to execute the contract. The successful tenderer will be the applicant submitting the least expensive tender classified as 'technically compliant' during the evaluation.

10) The tenders will be assessed according to the eligibility and the financial, economic, technical and professional capacity of the tenderers. Tenders will be compared and the contract awarded. The decision of who is the successful tenderer will be final.

11) Choice of contractor:

As a result of its deliberations, UCLG will decide on the following recommendations:

- Awarding the contract to the tenderer that has submitted the least expensive offer and complies with the formal, technical, administrative and financial requirements.
- Cancelling the tender procedure.

Once the contract has been awarded, the successful tenderer will be notified.

12) Once the tenders have been analyzed, they are compared and the successful tenderer is chosen. No negotiation is allowed.

13) UCLG must ensure equal treatment of tenderers and keep the tenders confidential