

**The Secretary General**

Barcelona, 22<sup>nd</sup>. December 2015

**Subject: CALL FOR TENDERS**

Dear Tenderer,

We are pleased to **publish an** open call to provide the services of drafting the Policy paper "**Conclusions of the Global Report on Local Democracy and Decentralization (GOLD IV)**" with ref. 008-2015. All the information related to the purchasing procedure is contained in Annexes 1 and 2. We kindly recommend you read it carefully and follow the instructions contained in these documents.

UCLG is the world organization representing local and regional governments and 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.

Documents attached:

- Annex 1: Technical Terms of Reference
- Annex 2: Contractual References

Yours sincerely,



**Josep Roig**  
Secretary General

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**UCLG Sections**

Africa



Asia-Pacific



Euro-Asia



Europe



Latin America



Middle East-  
West Asia



North America



Metropolitan Section



Forum of Regions



## **ANNEX 1 Terms of reference**

### **Conclusion of the Global Report on Local Democracy and Decentralization (GOLD IV) (Call for Tender)**

#### **Objective**

To produce a 60-65 page paper to develop the conclusion of the Global Report on Local Democracy and Decentralization that will contribute to the Global Agenda of Local and Regional Governments for the 21<sup>st</sup> Century and to the UN New Urban Agenda (Habitat III). The text should explain the role of local and regional governments as “key levers of change” to contribute to the New Urban Agenda, as major drivers of economic development, social-cultural inclusion and environmental sustainability to improve quality of life and build inclusive and sustainable cities and territories. It should develop the key political messages to support the creation of well-managed, democratic and inclusive urban areas and territories, with recommendations based on the conclusions and recommendations from the different sections of GOLD IV [i) metropolitan areas, ii) intermediary cities, iii) regions, rural areas and small towns].

The paper should be the conclusive section of the Fourth Report of the Global Observatory on Local Democracy and Decentralization (GOLD IV), which will serve to support the Global Agenda of Local and Regional Governments, as well as UCLG’s advocacy strategy for Habitat III and beyond.

#### **Duration**

February 2016 – June 2016

#### **Expert profile**

A senior expert or a team of experts with substantial international experience and knowledge in the fields of urban, territorial and metropolitan governance, social policies, local democracy and participative governance, local gender issues and the organization of sustainable development.

**Fees: 35,000€**

#### **General background on UCLG and the Global Agenda**

- United Cities and Local Governments (UCLG) is the largest world organization of local and regional governments. Headquartered in Barcelona, UCLG’s mission is “to be the united voice and world advocate of democratic local self-government, promoting its values, objectives and interests, through cooperation between local governments, and within the wider international community”. Present in 140 of the 191 UN Member States in seven world regions, UCLG’s members include over 1000 cities across 95 countries, as well as 112 Local and Regional Government Associations (LGAs and RGAs), and 17 committees and working groups – organizations that represent cities and local governments at national level within a given country and at continental level (through Regional Sections in each continent) – meaning that UCLG represents almost every LGA in the world.
- In line with our strategic objective to strengthen the voice of local and regional authorities at

international level, in 2013 UCLG launched the *Global Taskforce of Local and Regional Governments for Post-2015 Agenda towards Habitat III* (GTF), bringing together other local government organizations, both members and non-members of UCLG.<sup>1</sup> The main objective of the GTF is to provide a joint response by sub-national governments to the UN Post-2015 Development Agenda, the Sustainable Development Goals (SDG), and the shaping of the United Nations' "New Urban Agenda" for Habitat III (2016). To this end, the Global Taskforce agreed to develop the *Global Agenda of Local and Regional Governments for the 21<sup>st</sup> Century* as a contribution to these global agendas.

- UCLG sections and committees will be involved and will contribute to the present study.
- The *Global Agenda of Local and Regional Governments for the 21<sup>st</sup> Century* will have to reflect the vision of local and regional authorities on the key challenges of the new development agenda, and contribute to the Agenda 2030 and all aspects of the United Nations' "New Urban Agenda" for Habitat III (2016). It must stem from wide debate and consultation processes among local and regional authorities and their representative organizations at global level and in various regions, including national debates. This Agenda should be finalized for Habitat III and will be presented at the 5th World Congress of UCLG (2016).
- The Global Agenda is being developed in parallel and in collaboration with the UN consultation processes on the Post-2015 Development Agenda and Habitat III.

## **Deliverable**

A 60-65 page paper that explores the following issues in order to support UCLG's overall narrative. The analyses should build on the conclusions and recommendations of the other GOLD IV sections.

Proposed structure of the conclusion

### **I) Introduction: global context and local constraints** (around 5-8 pages)

- 1.1. Short brief on main global constraints
- 1.2. The New Global Agendas (SDGs, Climate Change, Sendai, AAAA)
- 1.3. Local challenges [part of which is a synthesis of the conclusions from each chapter]

### **II) Towards a Sustainable and Inclusive [Urban and] Territorial Development** (around 30 pages)

- 2.1. The bases for an integrated territorial approach to development
- 2.2. Transformation of local dynamics: new patterns and rationalities
- 2.3. Key national and global challenges:
  - 2.3.1. National urban and territorial policies: reframe the partnership between different spheres of government
  - 2.3.2. Financing urban development

### **III) Local and Regional Governments are the Key Levers of Change** (around 20-25 pages)

- 3.1. Towards a new social contract: putting the Right to the City at the heart of the New Urban Agenda
- 3.2. Taking action: recommendations
  - 3.2.1 Recommendations to local governments and national associations of local governments
  - 3.2.2. Recommendations to national governments
  - 3.2.3. Recommendations to regional and international organizations and multilateral cooperation

Detailed content (to be developed)

### **I) Introduction: global context and local constraints** (around 5 to 8 pages)

#### 1.1. Short brief on main global constraints

- Increasing international and regional conflicts

- Low economic growth, financialization of the economy
- Growing inequalities
- Environmental degradation
- Globalization of culture, Migrations
- New technologies: their impact on patterns of productions and consumptions, delocalization, loss of jobs

### 1.2. Short brief on the New Global Agendas

- SDGs
- Cop 21
- Other global agreements: Sendai, Financing for Development (Addis Ababa), Effective Development cooperation (Busan)

“The SDGs and the Paris Agenda for climate change [also Busan and Addis Ababa] put local government at the centre of national and international efforts to ensure a rapid and sustained transformation to a sustainable world that will be profoundly connected and urban by 2050, and even more so at the end of the 21st century.”  
[Extracted from *Preliminary Comments...*]

### 1.3. Short presentation of local/national challenges for sustainable urban development [part of which are a synthesis of the precedent chapters on Metropolitan areas, intermediary cities, regions, rural areas and small towns]

- Weak or incomplete decentralization (and recentralization), absence or inadequacy of national urban and territorial policies
- Urban and territorial inequalities (increasingly unbalanced territorial development, urban fragmentation and segmentation, concentration of poverty and informality in urban areas)
- Inadequate governance frames: weak metropolitan governance, fragile situation of intermediary cities, and lack of cooperation between rural and urban areas, lack of multilevel governance frames. Technical solutions versus political commitment and citizens driven transformation
- Major national and local financial constraints: challenges to finance universal access to basic services (in developing countries), renewal of old infrastructures (in developed countries), finance the transition to a more sustainable development (decarbonization)

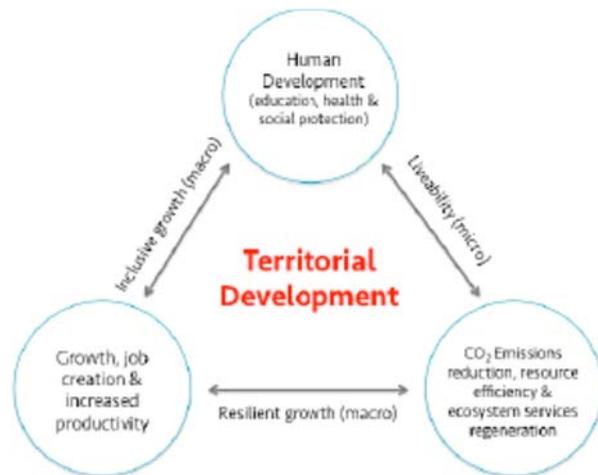
Message: What local and regional governments expect from the New Urban Agenda

## **II) Towards a Sustainable and Inclusive [Urban and] Territorial Development** (around 30 pages)

### 2.1. The bases for an integrated territorial approach to development

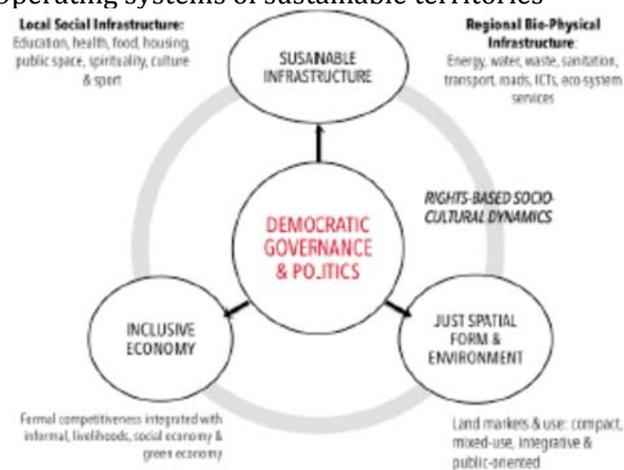
- “The imperative of pursuing inclusive growth that is resilient and leads to livable places where people live, work and express their lives.”
- “The need to keep the three[/four] dimensions of sustainable development in an appropriate ‘weighing scale’ that is contextually appropriate” (economic, social, environment and culture)

Dimensions of Sustainable Development



- “How to translate this macro agenda into entry points for policy action in terms of the operating systems of territories and urban areas?”
- Framework of the transition - towards new more sustainable and resilient models of territorial development:

#### Operating systems of sustainable territories



## 2.2. Transformation of local dynamics: new patterns and rationalities

- New models of governance for expanding mega cities and metropolitan areas, peripheral cities, intermediary cities and towns.
- Flexible integrated and inclusive planning strategies
- Stronger role of local authorities as public sector in the regulation of the urban fabric to defend the commons and to contribute to building new patterns of consumption and production addressing:
  - Economic dimensions: promote inclusive economic development, taking into account competitiveness, social and collaborative economy, green economy, informality.
  - Sustainable Infrastructure and environmental dimensions (i.e. compact cities, universal access to basic services, low carbon cities, energy efficient cities, resilient cities...)

- Spatial justice and socio-cultural dimensions (i.e. mixed neighbourhoods, slum upgrading, gender inequalities, policies for youth and elderly, urban violence, promote culture and diversity).
- A more balanced territorial development: towards a more “bottom-up” approach to unlock local potentialities

### 2.3. Key national and global challenges

- 2.3.1. National urban and territorial policies: reframe the partnership between different spheres of government [*A specific paper will be developed to feed into this section*]

National Urban Policies (NUPs) are integrated policy frameworks that harmonize national and local policies to develop a vision, guiding principles and a set of coordinated actions to realize cities and regions’ potential. In many countries there is a lack of supporting policies and frameworks that can leverage the urbanization process, based on a multilevel governance approach, for increased development gains and guidance towards sustainable patterns.

*This section should address how can NUPs result from true multilevel coordination/consultation between all levels or spheres of government in order to help cities to fulfil their potential?*

- 2.3.2. Financing urban development

Urban development has been suffering from chronic under-investment. The global amounts for the finance of infrastructure and urban services should be doubled, if not tripled over the next 20 years to cope with urbanization.

*This section should address the macro-economic transformations that are needed to contribute to creating the basis for finances that are commensurate with the stakes of urban development.*

## **III) Local and Regional Governments are the Key Levers of Change** (around 20-25 pages)

### **1. Towards a new social contract: putting the Right to the City at the heart of the New Urban Agenda**

- **The principles defined by the Right to the City Movement** (cf. *Global Charter-Agenda for Human Rights in the City*, adopted by UCLG in 2011) embrace and develop all these dimensions to guarantee people’s ability to fully take up an active local citizenship and guide inclusive urban policies: the right to participate in political and city management processes, protection of public goods, civic peace and safety, gender equality, accessible public services and public spaces for all, decent and affordable housing, balanced and respectful relations with the surrounding rural areas, celebration of multiculturalism and respect for minorities and migrants, etc.
- The Right to the City approach promotes a “paradigm shift” and should be embedded with the “territorial approach to development” to support a transitional process towards an adequate “weighing” of the different dimensions of sustainable development (economic, social, environmental and cultural).
- To promote the engagement of local and regional governments, a new frame to develop Local Agendas or Local Plans should be developed to serve as an inspiring reference and to guide local and regional governments’ processes, building agendas in close alliance with or driven by citizens

*This section should tackle alternatives to business sector driven agendas and overcoming the democratic deficit also in the definition of the agendas. Addressing human rights and inequality as a key driver. Social transformation versus economic development driven models.*

### **2. Taking action: Recommendations** (concrete recommendations from the above mentioned levers)

#### 2.1 Recommendations to local governments and national associations of local governments

#### 2.2. Recommendations to national governments

#### 2.3. Recommendations to regional and international organizations and multilateral cooperation

## **ANNEX 2                    CONTRACTUAL BINDING CONDITIONS**

Ref. Tender:            **008-2015**

<b>Publication date:</b>	22-12-2015	<b>Deadline for submitting tenders:</b>	18-1-2016 18:00
<b>Document:</b>	Contract notice. <b>Concluding section of GOLD IV</b>		
<b>Name and address of the Contracting Authority:</b>	ORGANIZACION MUNDIAL DE CIUDADES Y GOBIERNOS LOCALES UNIDOS (UCLG) Avinyó 15 08002 Barcelona (Spain) Tel: +34 933428750 Fax.: +34933428760 e-mail: tender@uclg.org		
<b>Short Description:</b>	<p><b>A 60-65 pages paper on the Global Agenda of Local and Regional Governments for the 21<sup>st</sup> Century as a contribution to the development of the New Urban Agenda (Habitat III). The text should explain the role of local and regional governments as key levers for the definition and implementation of the New Urban Agenda, as major drivers of economic development, social-cultural inclusion and environmental sustainability - the three pillars of sustainable development, their distinct governance and local democracy challenges, their potential to improve quality of life and build inclusive and sustainable cities. It should develop the key political messages to support the creation of well-managed, democratic and inclusive urban areas and territories, with recommendations based on the conclusions and recommendations from the different sections of GOLD IV (metropolitan areas, intermediary cities, regions, rural areas and small towns).</b></p> <p>The paper will correspond to the conclusive section of the Fourth Report of the Global Observatory on Local Democracy and Decentralization (GOLD IV), which will serve to support the Global Agenda of Local and Regional Governments, as well as UCLG's advocacy strategy for Habitat III and beyond.</p> <p><i>More information included in Annex 1</i></p>		
<b>Contract type:</b>	Service Contract		
<b>Duration of the contract:</b>	6 months		
<b>Procedure type:</b>	Open procedure		
<b>Budget:</b>	35,000 € indirect taxes included if applicable		
<b>Language of the services and communication:</b>	English		
<b>Language submission (preference)</b>	English		
<b>Status:</b>	Open		
<b>Notification of award to the successful tenderer:</b>	7-15 days after deadline for tenders		

- 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 be in compliance 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 award, tenderer(s) to which the contract is to be awarded, must supply evidence about fiscal residence in its country.
  - The Tenderer and its staff must comply with human rights and undertake not to offend the political, cultural and religious mores 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 Organisation conventions.
  - Intellectual property originated by the awarded 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...) and the persons having powers of representation, decision making or control.
  - Key experts and CVs, in case individuals involved.
  - Technical offer according to Annex 1 requirements.
  - Financial offer including indirect tax if applicable.
  - All the financial identification information including the financial identification number. In a later phase of the contract drafting, the bank account details will be provided to UCLG.
- 4) The Tender set of documents need to be sent to UCLG no later than the date and time indicated at the deadline set up above by e-mail to: [tender@uclg.org](mailto:tender@uclg.org). It will not be accepted any tender beyond the submission date, except that otherwise informed in the web site.
- 5) In case additional information is required to submit the proposal, we kindly invite you to contact UCLG in the e-mail address [tender@uclg.org](mailto: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 of the proposal in case 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 take care 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 in the tender dossier
- Contains the complete documentation
- Language required by the tender dossier has been used

The selection criteria concern the tenderer's capacity to execute the contract. The successful tenderer will be the one 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:

- Award the contract to the tenderer which has submitted the least expensive offer and complies with the formal, technical, administrative and financial requirements
- Cancel the tender procedure:

Once award of the contract the successful tenderer will be notified.

**12)** Once the tenders have been analysed, 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.

**1)**