

## **CALL AND INVITATION TO REGISTER AS UCLG-A CONSULTANT AND/OR EXPERT**

### **1. Introduction**

The United Cities and Local Governments of Africa (UCLG-A) is the apex membership organisation of local governments in Africa, established at its founding congress held in the City of Tshwane, Republic of South Africa between 15<sup>th</sup> and 18<sup>th</sup> May 2005. Its membership comprises Active Members (national associations of local government, individual local governments); Associate Members (open to persons or entities other than local governments that satisfy the Executive Committee of their concern with, or involvement in local government matters); and Honorary Members (as may be approved by the Executive Committee). The 'Founding Values' and Objectives of the UCLG-Africa are specified under Appendix B. The UCLG-Africa is also an autonomous African Chapter of the worldwide organisation of local governments known as the United Cities and Local Governments (UCLG).

### **2. Purpose of Call**

The UCLG-Africa provides support services to local governments and their national and regional associations in order to strengthen and improve local governance in Africa. Several strategies are employed:

- a) Commissioning of conducting research, piloting and other studies to analyse specific and general challenges constraining local governments and to improve their performance; and developing guidelines, models and principles of good practice to guide local governments;
- b) Setting up and coordinating technical teams to develop strategies for improving local government services;
- c) Assisting national associations of local governments to organize and/or participate in structured dialogues with the national governments and other relevant stakeholders and partners;
- d) Publishing information and other literature for sharing knowledge and information for the guidance of local governments in carrying out their functions;
- e) Organising and conducting knowledge sharing and dissemination workshops and seminars for national associations of local governments and other representative platforms of local governments such as professional groups, including the virtual interactions;
- f) Mobilising local government officials and senior staff to take part in peer review teams and to deliver training courses targeting African local governments officials and staff through the African local government Academy launched by the UCLG-A; and
- g) Setting up and maintaining on-line information portal for direct support to local governments on various knowledge areas and sharing experiences.

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This Call invites experts in various disciplines relevant to the programme focus areas described below (Refer to item 3) and the overall UCLG-Africa's GADEPPA (refer to Appendix C) to register with the UCLG-Africa Secretariat. The purposes for the registration are:

- i) To create a reference database of African experts in the field of local governance for the UCLG-Africa;
- ii) To enable the UCLG-Africa, when necessary and appropriate, to make direct Calls to Tender for certain works to relevant experts; and
- iii) To enable the UCLG-Africa, when requested by local governments, their national associations and development partners to provide information on available experts to support their initiatives/projects as they may demand.

Please refer to paragraph 6 below for conditions relating to this Call and Invitation to Register.

### 3. Programme Description

The vision of the UCLG-Africa is '**Building African Unity from, and Driving African Development through the Grassroots**'. In order to achieve this vision, the Mission Statement of the UCLG-Africa is:

- Unite African local government, place it in the continental political and economic development context and represent it in all relevant forums;
- Strive for the establishment of local government as a distinct sphere of local government, working in support of national and other spheres of governments in Africa;
- Ensure democracy, equality and respect for human rights at the local level;
- Promote sharing of human and intellectual capital as well as other resources among local authorities in Africa;
- Empower local governments through research, training and capacity development; and
- Pursue sustainable development in partnership with institutions, structures and programmes of the same mission.

To address the context and key challenges facing African local governments, in consistency with the vision and mission, the UCLG-Africa has adopted the following strategic intent:

*'The establishment, consolidation and sustenance of decentralised local government as a distinct sphere of government and the development of the UCLG-Africa network, provide for the inclusion of the concerns of the African people in the development and cooperation agenda of Africa, in order to improve their livelihoods.'*

In order to translate this overall strategic intent into results oriented interventions, the UCLG-Africa seeks to undertake the following:

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- a) Lobby for local government to be recognised as a distinct order of government in the framework of the decentralised policies to be adopted and implemented by all African countries;
- b) Support the creation and strengthening of national associations of local authorities in all African countries as well as their association at regional level according to the Regional Economic Communities (REC) of the African Union;
- c) Improve the quality and profile of local governance throughout Africa, in particular, through the participation and effectiveness of women and youth, an increased participation of communities, civil society and private sector, both in governance and in a better provision of services at the local level;
- d) Increase the responsiveness of local governments to the demands of their citizenry including vulnerable and disadvantaged groups in society;
- e) Improve the policy and development implementation environment at the local level through facilitating effective and competent voice and influence of local governments at the national, regional and continental levels; and
- f) Foster the recognition and expression of African culture and heritage as key identity icons in value systems of local governments' development work.

These will be implemented through an overall development programme: 'Governance, Advocacy and Decentralised Development Programme for Africa (GADDEPA)'. Currently, the GADDEPA has three main components:

- i) Advocacy and lobbying
- ii) Corporate learning and knowledge management; and
- iii) Institutional capacity development.

This Call and Invitation to Register is, thus, being made within the context of the GADDEPA programme and the rolling out of the 3 year priority plan action deriving from it as may decided by the UCLG-A governing bodies.

#### 4. Specific Project Expertise Needs

The following is a summary of some of the areas in which the UCLGA may require the support of experts/ consultants in carrying out studies/ researches:

**4.1 UCLGA cooperation with African Institutions:** The UCLGA has as one of its goals the promotion of African unity and integration through the grassroots. It requires to establish a symbiotic relationship and partnership with key African institutions, the African Union (AU) and Regional Economic Communities (RECs) with the goal to promote the interests and advocate for the support of local governments as key development organs. Local governments should have the possibility to influence policy development at the level of these institutions in order to ensure that the 'voice' of the grassroots is heard and integrated in Africa's development.

- 4.2 Decentralisation policy and strengthening local governance:** Although the concept of decentralization has been accorded elaborate discourse among academicians and governments its implementation in various countries has largely hinged on political willingness to devolve functions and transfer authority for decision-making, finance, and management to quasi-autonomous units of local government with corporate status. When conducted rationally, devolution usually transfers responsibilities for services to local governments that elect their own representatives, receive an equitable share of national resources as well as raise their own revenues, and have independent authority to make investment decisions. In a devolved system, local governments have clear legally recognized geographical boundaries over which they exercise authority and within which they perform public functions. In 2014, the African Union adopted an African Charter on values and principles of decentralization and is actively considering the creation of a High Council of Local Authorities as a consultative organ of the African Union, and the integration of a specialized technical committee on public service, local government, urban development and decentralization within the African Governance Architecture. These developments demand that the UCLGA and its network are well equipped with relevant knowledge to effectively support the implementation of the Charter and ensure that the views of local governments are appropriately represented both at regional and continental platforms.
- 4.3 Post-2015 United Nations Sustainable Development Agenda:** The new post-2015 Development Agenda places local authorities as key pillars in its implementation, recognising the centrality of grassroots participation in any sustainable development initiative. Local governments will carry special responsibilities for ensuring the realisation of the goals of Agenda and will require immediate support to ensure that they have adequate resources, the capacity and capability to realise the expectations. Support for local governments will be required to develop appropriate policies and mechanisms to ensure that they are able to assume a poignant role in the implementation of the post-2015 development agenda.
- 4.4 Digital information procession for urban planning:** Local governments are increasingly facing challenges of city planning in an environment that may no longer conform to traditional planning methods such as the proliferation of informal settlements that rapidly deteriorate into slum areas. The need for rapid responses that not only respects the rights of citizens but also protect the environment and decent city life demands innovative methods of dealing with such challenges. This area requires the capability to design systems for collecting, collating, storing and application of data for urban planning that enable city authorities to rapidly respond with informed decisions.
- 4.5 Citizens' participation in local governance:** The responses to demands for more inclusive governance practices have been varied. The UCLG-Africa endeavours to assist local governments adopt more inclusive and participatory forms of governance while building a sense of responsible citizenry. In order to achieve this balance, the UCLGA explores innovative practices of citizens' participation in order to develop sustainable systems including piloting for testing

and improvement. Robust systems for citizens' participation that take into consideration different needs including those of the poor and disadvantaged groups in society are required to support local governments in improving their responsiveness.

- 4.6 Transparency and Integrity in Local Governance:** One of the most debilitating challenges facing African governance institutions is the perceived lack of transparency and corruption in the management of public affairs. In its Charter on Values and Principles on Public Service and Administration the African Union recognised the need for the strengthening of professionalism and ethics in the public service. The success of local governments as credible development institutions demands that they engender the trust and respect of the citizenry. It is essential for local governments to develop reliable integrity systems that stem the incidence of corruption and build corporate governance that is responsive to the needs of their citizens.
- 4.7 Informal settlements and slum upgrading:** Africa will experience phenomenal population increase in its urban centres expected to double in the next fifteen years. The challenges that this growth will pose are significant and will require innovative ways of absorbing such increase in a manner that minimises exclusion but also maintain our cities as resilient, sustainable and liveable. The UCLGA promotes innovation, sharing of good practices and leads change to transform the way our cities are governed. The rapid increase of informal settlements and the risk of their deterioration into slums is a challenge that local governments will increasingly experience and requires expertise and innovation to avert the negative consequences that this may entail.
- 4.8 Organisational management of the UCLGA:** The UCLGA wishes to build an effective and efficient organisation that provides services to its membership; local governments and their national and regional associations. In order to achieve this, the UCLGA must have a structure with administrative and financial management systems and tools that enable it to respond effectively to meet the needs of members.
- 4.9 Information Communications Technology (ICT):** The UCLGA is a network organisation that must maintain an information flow that provides its members with up-to-date data to keep them abreast of world and continental developments in the local government sector. The Secretariat requires a robust ICT system that provides linkages with national and regional associations and eventually through these, the local governments throughout the continent. The development of such a system requires clarity of the information/ data needs of the network and how best this could be provided through ICT platforms, including the use of teleconferencing technology.
- 4.10 Knowledge management:** While massive data and information have and continue to be amassed for local governments their processing into useful knowledge to inform decision-making has not been systematic and consequently usage remains rather scant. The UCLGA's three programme pillars of Advocacy and lobbying, capacity building and knowledge management, and institutional development require the systematic collation, processing and documentation of data, information, and experiences into knowledge packages that inform and aid local governments in decision-making at various levels.

- 4.11 National Associations Organisational Development:** National associations of local government are the main advocacy and lobbying platform for local authorities and crucial in the development of democratic local governance. Out of 53 African countries, thirteen still do not have national associations of local governments, some, despite having advanced decentralised systems of government. The UCLGA assists in the establishment and organisational capacity development of national associations. The UCLGA will identify and assist those countries whose decentralisation policies and programmes have reached maturity in the establishment of national associations of local authorities.
- 4.12 Organisational learning and capacity development needs assessment:** The operating environment for local governments in Africa is in a state of flux as the social and economic dynamics tend to shift continuously. This requires organisations to adapt and learn as these forces dictate the operating environment. The UCLGA aspires to render relevant and responsive organisational learning and capacity development support to national associations and, through them, local authorities. The UCLGA proposes to conduct regular needs assessment for national associations in order to develop supporting packages for their capacitation including peer reviewing and learning with the aim to enable them to render relevant services to their member local authorities.
- 4.13 Local Governments International Cooperation:** Decentralised cooperation among local governments on North-South, South-South and Tripartite arrangements have long been recognised as beneficial especially in areas of capacity development, peer review and support, and development cooperation. However, such cooperation has often faltered over time as the modalities for cooperation become unsustainable. The UCLGA recognises the importance of international local government cooperation and intend to explore further the challenges that local governments have experienced with a view to make recommendations for improving such initiatives.
- 4.14 Migrations/Diaspora impact and local governments' response:** While the issues of migration and immigration have largely been a topical issue for national governments and political parties, the impact of both phenomena are more intensely felt at the local government level. It is at the local level that challenges related, for example, to sudden loss of local tax base and expertise through migration and on the other hand unprecedented increase in the number of immigrants potentially destabilising the social balance for the recipients of migrants are more poignant. Local governments need support in the development and implementation of responses that promote both the protection of human rights and maintain social cohesion as well as set up mechanisms that support local development. The UCLGA proposes to develop beneficial responses for local governments both in migrant exporting and importing countries aimed at minimising the adverse impacts and capitalising on the potential benefits.
- 4.15 Local governance and traditional leadership:** In Africa the co-existence of traditional leadership and traditional governance on the one hand and democratic local governance institutions on the other has reflected both symbiotic partnership and conflict. The latter has tended to condense around issues of power and control of land, taxation and generally, on

community leadership. The UCLGA proposes to explore further the negative and positive aspects of traditional leadership with a view to strengthen the symbiotic partnership potential between the two systems.

**4.16 UCLGA network financing strategy and fundraising:** The UCLGA is a membership organisation with its root membership comprising local governments. Its network includes national and regional associations. While the membership provides the bedrock of UCLG's funding and long term sustainability, the current economic environment for local governments necessitates the mobilisation of other funding modalities for the organisation including national governments, development partners, local government international cooperation, foundations and other options. The UCLGA and its network require a sustainable strategy for building a resource base for programme work.

## 5. Who may register

The UCLGA is inviting for registration only, individuals, consortiums and consultancy firms willing to be called upon to submit tenders for consideration under competitive bidding to undertake studies, research and/or specific works as may be required by the UCLGA in carrying out its mandates in Africa.

## 6. Conditions of Registration

Respondents to this call for registration are requested to provide the following information by completing the on-line registration form in the English or French languages, noting, especially the following elements:

- (a) The full coordinates of the respondent;
- (b) Qualifications and key competence areas;
- (c) Experience and relevant (to areas outlined under paragraph 4 above) research, studies, and other undertakings carried out indicating when. Kindly indicate which undertakings were conducted for African institutions
- (d) Indicate your areas of interest/ specialty (Refer to paragraph 4)

**Kindly note that the UCLGA is under no obligation to send a call to nor to select any respondent in any Call for the submission of tenders. This invitation is for the purpose of registration only for ease of reference for the UCLGA in the conduct of its work in Africa.**

Kindly send before **20 March 2015**



**Appendix 1**

**UCLGA CONSULTANTS DATABASE REGISTRATION FORM**

**1. PERSONAL DETAILS**

Title		Family name:	
First name:			
Nationality			
Permanent Residence			
Address:			
Telephone:		Mobile Telephone:	
Fax:		E-mail:	

Availability	<input type="checkbox"/> Readily available at short notice (2 weeks) <input type="checkbox"/> Require prior authorisation by current employer. Indicate Duration: ..... <input type="checkbox"/> Currently engaged and will only be available from: .....
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Languages Proficiency

	Arabic	English	French	Portuguese
Excellent written and spoken				
Good written and spoken				
Basic working knowledge				
None				

**2. AREAS OF COMPETENCE**

*Note: Indicate in check box*

- 1- *My best Competence area*
- 2- *Good working knowledge*
- 3- *Some knowledge*

Rank	Areas (All activities will be conducted within the framework of the local government sphere of governance, but taking also into account its relations with the other spheres of governance – national, sub-regional, continental, global)
	Basic services provision and management
	Citizens engagement in local government
	Culture and heritage in local governments policies



## United Cities and Local Governments of Africa

	Data collection and statistics for cities and local governments
	Decentralized cooperation and city diplomacy
	Decentralization and institutional arrangements
	Fiscal decentralization
	Globalisation and its impact on African cities and local governments
	Green and circular local economy
	Information technologies applied to cities and local governments, and for strengthening local governments networking
	Informal sector in Africa's urban economy
	Informal settlements upgrading and slum upgrading
	Infrastructure planning, programming and maintenance for cities and local government
	Institutional/Organisational capacity development for cities and local governments
	Knowledge management applied to cities and local governments
	Local economic development
	Local entrepreneurship and job creation
	Local government finance
	Local government administration and management
	Local government and regional integration
	Migration and Diaspora within cities and local government policies and strategies
	Monitoring and Evaluation
	Participatory Budgeting
	Partnership between local authorities and traditional authorities



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	Public Private Partnership arrangement in local governance
	Peer review, coaching and mentoring
	Public transport
	Project Management
	Provision and Distribution of electricity
	Safety and security in cities and local governments
	Training and human resource capacity development
	Transparent and integrity systems in local governance
	Urban Development, Territorial Planning, City development strategy
	Waste management
	Water Provision and distribution
	Women and Gender issues in Local Government
	Youth in local government policies

**3. EMPLOYMENT HISTORY – PRESENT OR MOST RECENT EMPLOYER**

Employer Name	
Address:	



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Job Title:			
Telephone:			
Brief description of duties and responsibilities:			



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EMPLOYMENT HISTORY – (MOST RECENT FIRST)				
Dates (From/To)	Employers' name and address	Job title	Grade/Band (If applicable)	Salary



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**4. EDUCATION & PROFESSIONAL QUALIFICATIONS**

<b>Subject/Qualification</b>	<b>Place of Study</b>	<b>Grade/Result</b>	<b>Duration (Years/months)</b>

**TRAINING COURSES ATTENDED**

**Include in this section any relevant training courses that you have attended, or details of courses that you are currently undertaking.**

<b>Course title</b>	<b>Training provider</b>	<b>Completion date</b>	<b>Duration (Years/months)</b>



**5. RELEVANT EXPERIENCE/FURTHER INFORMATION**

**Please give specific examples of the skills and the experience you can bring for the job and the contact details of people (2 or 3) that can make testimonies about the quality of your delivery:**

**INSTRUCTIONS:**

**Focus should be on presenting clearly your main areas of competence indicating the essential skills, knowledge, and experience.**

Please complete the application form in full and check the announcement for tenders on the UCLGA's website for details. Please note that we will not register applications that do not include CV's.

## UNITED CITIES AND LOCAL GOVERNMENTS – AFRICA

### FOUNDING VALUES AND OBJECTIVES

#### 1. Founding Values

- 1.1 Respect for human dignity, equality and the promotion of human rights and freedoms;
- 1.2 Equality and respect of all people without any discrimination of race or belief
- 1.3 Gender equality
- 1.4 Respect of democratic principles, the rule of law and good governance
- 1.5 The principles of social justice in seeking a balanced sustainable economic development
- 1.6 Friendly and cooperative engagement and relations amongst members and openness to and cooperation with all local governments and organisations working for and adhering to the principles contained herein.
- 1.7 Adherence to the traditional values of the peoples of Africa denoting compassion, tolerance, peace, solidarity, brotherhood, community of spirit and purpose.

#### 2. Objectives

- 2.1 To be the united voice and representative of local government in Africa
- 2.2 Contribute to the achievements of greater unity and solidarity amongst the peoples of Africa.
- 2.3 Contribute to the political and socio-economic integration of the continent.
- 2.4 Promote and defend common African positions on issues of interest to the continent and its peoples
- 2.5 Promote and support at continental and national level effective dialogue between central and local governments
- 2.6 Encourage international cooperation of local governments and their associations and integrate organised local government into the unification process of the world municipal movement.



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- 2.7 Promote integration into the cooperation programmes of international, governmental and non-governmental organisations of the concerns of African local governments
- 2.8 Promote twinning and partnerships
- 2.9 Promote democratic principles and institutions, popular participation in the processes of governance and good governance generally
- 2.10 Promote and protect human and peoples' rights in accordance with the African Charter on Human and Peoples' Rights and other relevant human rights instruments
- 2.11 Adhere to and promote the African Charter on Democracy, Elections and Governance and relevant instruments aiming at its implementation
- 2.12 Promote the policy of decentralisation
- 2.13 Promote sustainable economic, social, cultural, vocational and environmental development with a view to reducing poverty and raising the living standards of the people of Africa.
- 2.14 Establish and promote an effective role for African local governments within the process of African integration.
- 2.15 Gather, disseminate and share information on all matters relevant to local government and pursuit of these objectives
- 2.16 Promote interaction, information sharing, peer review, and common activities amongst members
- 2.17 Undertake and promote research and study in the field of local government
- 2.18 Constitute a support resource to members, at their request, by facilitating political dialogue, training, advice and mobilisation of expertise.
- 2.19 Promote race and gender equality, the emancipation of women and combat all forms of discrimination.
- 2.20 Continue participation in and promotion of the objectives of existing partnerships, programmes and initiatives, such as the African Caribbean Partnership, Habitat Agenda and Local Agenda 21.



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**GOVERNANCE, ADVOCACY &  
DECENTRALIZED DEVELOPMENT  
PROGRAM FOR AFRICA**

**GADDEPA**

Concept Paper for a long term strategic perspective  
United Cities and Local Governments of Africa UCLG Africa

**September 2007**