

ESTABLISHMENT OF NATIONAL ASSOCIATIONS OF LOCAL GOVERNMENT TERMS OF REFERENCE FOR ASSESSMENT STUDY

1 Introduction – The Project

In pursuance of its objective to strengthen local government as a sphere of government closest to the people, the objective of this project is to support decentralisation processes in those countries where it is weak through the setting up and strengthening of national associations of local governments. The UCLG-Africa recognizes the key role of local government associations in strengthening the decentralization process and indeed the end product, which is good local governance. The growing global trend towards urbanization and decentralization indicate the need for local governments to develop capacity to be able to effectively respond to their new mandates and challenges. National Associations are essential players that provide requisite demand driven support to all local authorities, whether large or small, rural or urban. Local government associations provide a platform for the sharing of knowledge and experiences; joint exploration of solutions to challenges; advocacy and lobbying with a unified voice for the recognition of the aspirations of the local citizens; and pursuing innovative practices to improve performance and achieve developmental goals.

This project aims to support the establishment of national associations of local governments in selected countries where they do not exist or strengthen fledgling national associations.

2 Scope of the Study and Objectives of Needs Assessment

The study will focus on three countries, namely: Equatorial Guinea; Liberia and Ethiopia. The study has the following objectives:

2.1 Pre-study

- a. To establish the existence, type and functions of local governments in the country for the study
- b. To establish whether similar studies concerning the establishment of national associations have been conducted in the last five years. What were the findings of these studies?
- c. To recommend an appropriate response on the establishment of a national association

2.2 Baseline Study

- a. To collect basic information on the state of the institution of local government in the country
 - Number per type of local governments
 - Identify other tiers of local governments – what are the differences, functions?
 - Major cities and their profiles (to be defined)
 - Existing national associations of local governments, are there any and what type? What functions do they perform? Is the association active? If not, why?
- b. To assess the status of decentralisation in the country
 - The legal framework for decentralisation and local government
 - A repertoire of responsibilities assigned to local governments through (a) legislation; and (b) other administrative protocols
 - Official position papers on decentralisation and local governance

2.3 National association establishment and strengthening

- a. To engage the leadership of cities, including the major ones; government department responsible for decentralisation and other relevant organisations in order to establish their perceptions on the need for the establishment of a new association or the strengthening of an existing one.
 - How are local governments engaged in policy development concerning decentralisation and local development?
 - How do they ensure that the 'voice' of local governments is properly articulated at various platforms – governmental, private sector, non-governmental organisations, the donor community, development partners, etc
 - How are local governments primed to perform decentralised functions, new and old?
 - Are decentralised functions and tasks accompanied by the means for their realisation?
 - What platforms exist, if any, for the sharing of knowledge, innovations and experiences?
- b. To develop institutional and organisational proposal for the establishment of a national association
 - The type of national association to be established
 - Which organisations will the association represent?
 - Recommended functions and organisational structure of the association
- c. To identify potential sources of initial funding for the establishment of a national association.
- d. To organise and convene a meeting of key stakeholders under the direction of the UCLG-Africa to consider statutes for the establishment of a national association or strategies for intervention to strengthen the existing association

3 Approach and Timeline

A consultant will be engaged to undertake this study for each country. The following approach is envisaged:

- Desk study: The pre-study will be conducted through desk study and a brief report on the findings submitted to the UCLG-Africa
- Main Study: This will comprise items 2.2 (Baseline Study) and 2.3 (National Associations establishment and strengthening) above and may entail –
 - Country visits: To engage stakeholders/ study respondents and collect required data and other information. The project provides for a maximum of three visits by the consultant. The UCLG-Africa will provide an economy class air ticket for travel and meet cost of hotel accommodation on a pre-agreed rate.
 - Literature Review: An analysis of relevant documents – official reports, legislative enactments, official circulars, etc
- Reporting: The consultant will compile and submit reports on the findings as indicated under item 4 below.

4 Deliverables

The following deliverables are expected:

- a. Pre-study report: This report will provide an appraisal of the current situation in the country as indicated under 2.1, above. This report should be submitted within seven days of project commencement date.

- b. Main Study Report: This narrative report will cover the main elements of the study comprising findings under items 2.2 and 2.3 above and must, at a minimum include the following elements:
- An executive summary
 - An overview of the local government system/s of the country
 - Contemporary decentralisation initiatives under consideration or being implemented
 - Findings of the study under each element indicated under paragraphs 2.1, 2.2, and 2.3 above.
- c. Recommendations on the establishment of a national association
- The type of the local government association
 - Main functions of the envisaged association
 - Composition
 - Modalities for financing the main components to operationalise the association
 - Draft statutes for establishing the association
- d. Narrative Report on the General Assembly which considered the recommendations

5 Conditions

Duration of study: 15 days

Expected Commencement Date: 27 July 2015

Consultancy fees (Regional): Five Hundred Euros per day (inclusive of all project activities)

Travel for country visits: The UCLG- Africa will provide one return economy class air ticket for each visit

Hotel Accommodation: The UCLG-Africa will provide an allowance to cover the cost of hotel accommodation and meals at a rate of three hundred euros per night (all inclusive) spent at the hotel

Focus countries for study: Equatorial Guinea; Liberia; and Ethiopia

6 Person Specifications

- University degree, preferably in Public Administration or Organisational Development, Social Sciences. Masters level qualification would be an advantage;
- At least 10 years' experience in public administration, preferably in a local government environment, or local government training;
- Social research skills;
- Good facilitation skills;
- Availability to work on the assignment spread over a period of three months (the 15 days consultancy period may be spread over this period)
- Proficiency, oral and written, in the English Language for assignment in Ethiopia and Liberia and Spanish or French for Equatorial Guinea.

7 Tendering Process and Proposal

Interested persons should submit a proposal to the UCLG-Africa by email to:

africanexperts@uclga.org and ckpatsika@uclga.org

Consultants must indicate the country selected for the study (Refer to paragraph 5 above)

The proposal must include



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- Personal contact details: names, postal address, email, telephone contacts, next of kin details
- Qualifications and experience
- Proposal: Demonstrate understanding of the assignment; Approach to be adopted; the methodology; timeline
- Date available to commence study and maximum overall duration available for the study (While the consultancy paid period is fixed at 15 days, the actual duration may be spread over a longer period, however, not exceeding 90 days from the commencement date). This will allow time for in-country processes initiated by the consultant leading to the establishment of an association.

Deadline for submission of Proposal: 26 June 2015
Expected Date of Commencement of Study: 27 July 2015

Background – The UCLG-Africa

The United Cities and Local Governments – Africa (UCLG-Africa) is a pan African organisation of local governments established in May, 2005 and governed by a constitution. It has its headquarters in Rabat, Kingdom of Morocco.

The vision of the UCLG-Africa is « Building African Unity from, and Driving African Development through the Grassroots» It has the following mission statement:

- 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 government, working in support of national and other sphere 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.
- Pursue sustainable development in partnership with institutions, structures and programmes of the same mission.

The UCLGA has adopted the following overall *«The establishment, consolidation and sustainability of decentralized local government as a distinct sphere of government and the development of the UCLGA network, provide for the incorporation 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 UCLGA seeks to undertake the following:

- a. Lobby for local government to be recognized as a distinct order of government in the framework of the decentralization 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 regrouping 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. Better 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.
- f. Foster the recognition and expression of African culture and heritage as key identity icons in value systems of local government's development work.