TERMS OF REFERENCE FOR A CONSULTANCY STUDY FOR THE UNITED CITIES AND LOCAL GOVERNMENTS – AFRICA

Project Output: The capacities of existing national local government associations are strengthened for the fulfilment of their mandate pertaining to the institutional and technical support to their members

Activity: Institutional diagnosis of existing LGAs to assess their needs and tailor support packages to be mobilized on a demand driven basis

1. Call for Expression of Interest to Provide Consultancy Service

The United Cities and Local Governments – Africa (UCLG-A) invites professionals/ experts in the area of local government capacity development to submit Expression of Interest to provide a consultancy service within the framework of the Terms of Reference provided in this Call.

2. Introduction

The UCLG-A is a Pan African Membership Association of Local Governments, Cities and Regions seeking to promote the interests of its members at the regional, continental and global platforms. Its membership includes 40 national associations of local governments in Africa. These national associations are at varying stages of development. During 2015, the UCLGA conducted a survey of national association to establish their capacity building requirements. Following the survey ten national associations were selected for in-depth analysis of needs and the development of specific intervention packages. This study, thus, aims to undertake specific analyses of capacity development needs for national associations selected on the basis of the following three broad categories:

- Newly established national associations at a nascent stage in their development (Category N - New)
- National Associations that have been operating for at least 10 years but remain under developed and poorly resourced as indicated by failure to accomplish the expectations of its own development plans (Category M - Medium)
- Developed national associations reaching out for excellence in the service of their members (Category A – Advanced)

The national associations selected for the in-depth study are listed under Appendix 1.

3. Objectives of the Research Study

The purpose of the research study is to establish the requirements of the national association for it to effectively plan and achieve its mandate in terms of its statutes.

Specifically, the study seeks to:

2.1 Assess the degree of involvement of the Association members in its activities
2.2 Assess the extent to which the Association addresses the concerns of its membership
2.3 Assess the extent to which the Association achieves the goals set out in its own periodic plans
2.4 Assess the extent to which the Association utilises expertise available in local authorities as a resource pool for the benefit of the membership
2.5 Identify sources of external financial assistance to the Association in the last five years and indicate the specific areas of support

2.6 Identify external assistance rendered to the Association through donor sponsored human resources support, including support from central government, donors, other Associations, in-country and external.

2.7 Identify the current capacity weaknesses at the
- Institutional level: An assessment of the environmental context for local governance – the decentralisation policy; legislative framework for local authorities; the extent of citizens’ participation in the governance processes; perceptions on integrity and corruption; and other environmental factors that could impinge on the capacity of the national association to achieve its mandate.
- Organisational level: How is the Association articulating the development needs for local governance? How is the Association poised to address its mandate in terms of structure, personnel and other resources?
- Individual leadership level: The key leaders of the national association comprise the political group led by the Association’s chairperson/president; and the executive group led by the Association Director/secretary general. The study should identify the key personnel in these two camps that are instrumental in ensuring the achievement of the Association’s goals and assessing their level of preparedness in terms of individual capacity to deliver. The needs should be categorised according to priorities – immediate, medium term and long-term development needs.

2.8 Develop appropriate and relevant intervention packages for each level of capacity development

4. Deliverables and Reporting Requirements

This study has two reporting stages:

3.1 Situational Analysis: This report should address items 2.1 to 2.7 under paragraph 2 above. The report should provide a comprehensive analysis of the Association’s current situation with respect to its capacity to deliver on its mandate.

3.2 Intervention Package: The recommended intervention package must (i) address all and recommend on the three levels – Institutional, organisational and individual capacity development needs (ii) recommend suitable modes of assistance for the interventions such as finance, training, etc. and sources, for example, central government, Association members, training institutes, municipal international cooperation (MIC), financial support partners, etc.

3.3 Comprehensive Final Report: This report will combine both 3.1 and 3.2 to present a Final Comprehensive Report of the Study

5. Timing and Duration of Study

The consultancy period for this study is 10 days at a rate of USD 500 per day. The study period may be spread over a maximum period of 80 days from the commencement date of the study

6. Call for Proposals

Interested experts resident in the relevant country are requested to submit a proposal for the execution of the assignment specifying the following:
6.1 Concept Definition: Demonstrate understanding of the concept of Capacity Development Needs Assessment with reference to local authorities and local governance. (Maximum one page)
6.2 Methodology to be applied for the study (Up to one page)
6.3 Plan of Execution of the Study (Schedule of Activities/ tasks)
6.4 Commencement and Completion dates

7. Conduct of Study

A consultant will be engaged for each of the 10 countries to undertake the study as outlined in these Terms of Reference culminating in the development of a comprehensive specific capacity development package for the National Association concerned.

8. Administrative Processing Information

Interested experts/ professionals should submit their Expression of Interest to carry out the study as specified under paragraph 6 above.

Schedule of Activities:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Deadline date for receipt of Expression of Interest to conduct study</td>
<td>22 July 2016</td>
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<tr>
<td>Expected Date of Commencement of Study</td>
<td>08 August 2016</td>
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<tr>
<td>Expected Submission Date of Situation Analysis Report</td>
<td>02 September 2016</td>
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<tr>
<td>Expected Submission Date of Intervention Package Report</td>
<td>30 September 2016</td>
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<tr>
<td>Final Submission Date of Final Comprehensive Report</td>
<td>14 October 2016</td>
</tr>
</tbody>
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Address for submission of Reports:

Responses to this Call should be forwarded to:

secretariat@uclga.org
ckpatsika@uclga.org
## CAPACITY DEVELOPMENT NEEDS ASSESSMENT STUDY

### NATIONAL ASSOCIATIONS PARTICIPATING IN PROJECT

<table>
<thead>
<tr>
<th>REGION</th>
<th>Nº</th>
<th>COUNTRY</th>
<th>NATIONAL ASSOCIATION</th>
<th>CATEGORY</th>
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</thead>
<tbody>
<tr>
<td>West</td>
<td>1.</td>
<td>Ghana</td>
<td>National Association of Local Authorities of Ghana (NALAG)</td>
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<tr>
<td></td>
<td>2.</td>
<td>Sierra Leone</td>
<td>Local Council Association of Sierra Leone (LoCASL)</td>
<td>N</td>
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<tr>
<td>East</td>
<td>3.</td>
<td>Kenya</td>
<td>Kenya Association of County Governments</td>
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<td>4.</td>
<td>Rwanda</td>
<td>Rwandese Association of Local Government Authorities (RALGA)</td>
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<td></td>
<td>5.</td>
<td>Burundi</td>
<td>Association Burundaise des Elus Locaux (ABELO)</td>
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<td>Central Africa</td>
<td>6.</td>
<td>Cameroun</td>
<td>Communes et Villes Unies du Cameroun (CVUC)</td>
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<td>7.</td>
<td>Tchad</td>
<td>Association Nationale des Communes du Tchad (ANCT)</td>
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<td>8.</td>
<td>Cape Verde</td>
<td>Association Nationale des Maires du Cap Vert (ANMCV)</td>
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<td>10.</td>
<td>Malawi</td>
<td>Malawi Association of Local Government Authorities (MALGA)</td>
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