

## **Design and establishment within ALGA of UCLG-Africa an Accreditation and Quality Assurance Cluster for Institutes and Training Programs targeting African Local & Regional Governments**

### **TERMS OF REFERENCE**

#### **I- Context of the mission**

During the 5th edition of the UCLG Africa Africities Summit held in December 2009 in Marrakech in the Kingdom of Morocco, the Members of UCLG-Africa, as well as other actors and stakeholders asked the General Secretariat of UCLG-Africa to set up a Center of excellence to support African local authorities in the field of training and capacity building. After the conduct of a feasibility study, this request resulted in the creation in 2016 of the *Africa Local Government Academy* (ALGA). UCLG Africa is in fact convinced that the decentralization policy will only give its full potential to the service of the populations when the local and regional governments of the continent are endowed with quality human resources capable of transforming the political will for decentralization into concrete programs and projects of improvement of the conditions and the living environment of the populations at the level of the territories.

It is on the basis of this conviction that ALGA was assigned four (4) main missions:

- to be a monitoring and observation Center for the administrations of local authorities on the African continent and for this to operate a Human resources observatory for Local Authorities in Africa ;
- be a referral and accreditation center for institutes and training programs intended to strengthen the capacities of Local Authorities;
- to offer innovative awareness-raising and training courses for elected officials and executives of regional administrations to cope with changes in the skills and mandates of Local Authorities and the new professions that this development calls for ;
- to substantially increase the professionalism and performance of the human resources of the political and administrative bodies of the Local Authorities, in particular by structuring the networks of senior executives of the administrations of the Local Authorities, their national associations and their administrations.

The planned study concerns the second mission of ALGA concerning its function of accreditation center for institutes and training programs for Local Authorities.

## **II- Main goal of the mission**

The purpose of this mission is to develop and set up an accreditation and quality assurance system for African training institutes and training programs targeting African Local Governments.

## **III- Specific goals of the mission**

The achievement of the mission must meet the following specific goals:

1. Structuring the Accreditation and Quality Assurance Cluster of the Academy: missions; organization and operating methods; expected results and performance measures;
2. Developing the Accreditation and Quality Assurance Charter as well as the Standards / Norms that will be used by the Cluster;
3. Developing the accreditation and quality assurance methodology in accordance with the standards defined on the basis of a pilot experience including five training institutes and five training programs (one for each of the five regions of Africa), the consultant must justify the choice of training institutes and training programs selected. This methodology should include the definition of the business model ensuring that the approach adopted is sustainable and long-lasting;
4. Proposing a communication strategy and the modalities of its deployment in order to sensitize the protagonists on the interest of accreditation, and the benefits that the main actors involved derive from it;
5. Training an internal team at the General Secretariat of UCLG Africa able to implement the selected accreditation.

## **IV- Content and phasing of the mission: Conduct of the mission**

The mission will be conducted in four Phases:

### **Phase 1: Methodological scoping of the mission**

This scoping will begin with a documentary study and benchmark of the various approaches followed around the world in the field of accreditation and the definition of standards of excellence in training for the benefit of Local Authorities. From the comparison of the advantages and disadvantages of the approaches presented, the consultant will propose the preferred approach for this assignment and give the reasons for his choice. He/she will then present the methodology he/she intends to adopt for the mission, the different stages of its progress, the timetable for carrying out the mission, the human resources assigned to the mission at each stage, and the presentation of the various deliverables.

### **Phase 2: Development of the accreditation system**

The accreditation system must define the forms and methods of labeling to be adopted. It is based on the Accreditation and Quality Control Charter that the consultant must propose at the start of this phase. This Charter sets the norms and standards to which institutes and training courses wishing to be accredited must adhere and undertake to respect. During this phase, all the stages of the accreditation process will also be defined as well as the prerequisites and achievements of each stage. This phase also includes the business model proposal to ensure the financial sustainability of the ALGA accreditation system.

### **Phase 3: Testing the accreditation system in the five regions of the African continent**

This test involves both the accreditation of training institutes and that of training courses. The consultant will take responsibility for the choice of institutes and training courses in each of the five regions of Africa as well as for the conduct of all phases of the accreditation process from the formulation of the accreditation request to the delivery of the accreditation decision, including guidelines to support accreditation requests (self-assessment, field visits, preparation of the final assessment report, deliberations, recommendations, etc.). Based on feedback from the experience

carried out in the field, the test should make it possible to standardize the accreditation system, to assess its duration, to specify the content of the various stages of the implementation of the accreditation process, as well as the prerequisites and deliverables at each stage. A series of frequently asked questions (FAQ) and the answers to them will be proposed. The test should also make it possible to test and adjust the business model of the full-scale accreditation system, as well as the different levels of labeling where applicable.

#### **Phase 4: Communication and deployment strategy of the ALGA accreditation system**

This phase will begin with the creation of a database of all the institutions and courses likely to be candidates for accreditation of training institutes and training courses targeting local authorities according to the levels of training. This database will be largely populated with data from the human resources observatory of ALGA. During this phase, all the awareness and training manuals will be developed and produced, and the same will be done for the communication tools concerning the ALGA accreditation system for the various targets targeted. A methodology for deploying the accreditation system will be proposed, setting out the steps to be followed according to the different target audiences, as well as the procedures for monitoring its impact on the targeted targets, with a view to possible adjustments. Finally, an estimate will be made of the cost of implementing the communication strategy and deployment of the accreditation system.

#### **V- Mission deliverables**

- 1) A Concept Note of the mission outlining the work methodology, the different stages of the mission and a timetable for carrying out the service;
- 2) An accreditation and quality assurance system and process, including the Accreditation and Labeling Charter;
- 3) Manuals of internal procedures / directives for the structures in charge of the accreditation and quality assurance pole;
- 4) A Business model and a Business plan;
- 5) Training support for UCLG-Africa staff;
- 6) A report on the pilot experience;
- 7) A report on the communication and deployment strategy of the accreditation system.

#### **VI- Working time for the mission and number of working days**

The working time for this mission is ninety (90) working days, to be implemented from **20 September 2021 to 21 January 2022**. The consultant will propose the schedule of his intervention as well as the human resources mobilized during the different phases.

#### **VII- Terms of payment**

The payment of services will be made in the form of down payments, after agreement of the Secretary General of UCLG-Africa, by bank transfers to the account of the Consultant whose contact details and Tax ID will be indicated on the invoices according to the following schedule:

- **40% of the amount of the contract** at the end of phases 1 and 2 of the mission and after acceptance of the corresponding deliverables by UCLG Africa.
- **60% of the amount of the contract** at the end of phases 3 and 4 of the mission and after acceptance of the corresponding deliverables by UCLG Africa.

The payment of down payments will be made on presentation no later than thirty (30) days after presentation of the corresponding invoice and acceptance of the deliverables presented.

Invoices should be addressed to the attention of the Secretary General of UCLG Africa located at 22 rue Essaadyne, Quartier Hassan, CP 10020, Rabat, Morocco.

#### **VIII- Required qualification of the consultant**

The consultant must demonstrate sufficient qualifications and skills to undertake the mission. The head of the work team mobilized for the mission must prove having:

- a higher university education (at least 5 years after Junior High School (equivalent of A-Level (U.K.) or G.E.D. (US));

- proven expertise in accreditation and quality assurance system and mechanism in the field of training and capacity building, as well as in Decentralization and Local Governance;
- a good knowledge of standards of excellence and quality assurance in this field;
- excellent analytical, writing and synthesis skills;
- Excellent oral and written communication skills in French and /or English.

### **IX- Submission**

This call for consultation is open to consultancy firms or groups of consultants. Interested bidders are invited to send their submission file to the following addresses:

- By mailing : Address: General Secretariat of United Cities and Local Governments of Africa (UCLG-Africa), N ° 22 Rue Essaadiyine, Quartier Hassan, Zip Code 10020, Rabat, Morocco, Tél. : +212 537 26 00 62 / + 212 537 26 00 63 / Fax : + 212 537 26 00 60 / Email : [info@uclga.org](mailto:info@uclga.org) / Portal : [www.uclga.org](http://www.uclga.org)
- By email: [nzarrouk@uclga.org](mailto:nzarrouk@uclga.org) and [Fchabi@uclga.org](mailto:Fchabi@uclga.org)

**no later than 15 September 2021 at 16:30pm (U.T.C. + 1), which are the deadline date and time for receipt of applications.**

The submission file must contain the following elements:

#### **1. A technical bid including:**

- A technical note that presents:
  - a description of the understanding of the mission;
  - the methodology adopted and the tasks envisaged to achieve the expected results;
  - a detailed timeline of the planned progress of the mission.
- **A presentation of the design office and the consultants** it proposes, or of the group of consultants formed for the needs of this mission with a detailed curriculum vitae of each person with a presentation of achievements and experience, the necessary references and expertise,...).

2. **A financial bid detailing**, net of tax and inclusive of all taxes, the total amount of the service and its distribution according to the prices, as such prices are described in section VI according to the phases of the mission.

The financial bid must also mention the total number of days estimated necessary for the performance of the service, their distribution by tasks (or prices) expected, the daily fees of the consultants and all other charges related to the performance of the services.

***Proposals received after the deadline date and time set above will not be taken into account.***

### **X- Evaluation of bids**

#### **Step 1: Comparative technical analysis of the bids:**

Quality technical bids will be made by UCLG Africa in accordance with the evaluation criteria included in the present terms of reference of the mission.

The bids will be ranked on the basis of the best bidder by comparison of the price-quality ratio.

The proclamation of the results of the call for tenders will be made one month at the latest after the submission of bids.

The evaluation of technical and financial bids will comply with the procedures in force adopted by UCLG-Africa.

Annex relating to the evaluation criteria of the bids (to be revised according to the new criteria to be defined for the communication and deployment strategy).

| <b>Assessment criteria</b>   | <b>Rating score</b> |
|--|---------------------|
| <b>1. Concept Note of the Mission</b>  | <b>06</b>           |
| Understanding of the context, methodological approach and timetable for carrying out the mission   | 06                  |
| <b>2. Accreditation &amp; Quality Assurance Roadmap and Methodology</b>  | <b>30</b>           |
| <b>a.</b> Draft roadmap for the Accreditation and Quality Assurance Cluster in terms of vision, strategy, governance, operating methods, and operating resources.  | 10                  |
| <b>b.</b> Accreditation and Quality Assurance system and process methodology.  | 10                  |
| <b>c.</b> Business plan of the accreditation and quality assurance system and process.   | 10                  |
| <b>3. Carrying out the pilot experiment</b>  | <b>30</b>           |
| <b>a.</b> Relevance of the choice of the training institute and of a training program.   | 5                   |
| <b>b.</b> Relevance of the methodology for testing deployment and setup errors.  | 5                   |
| <b>c.</b> Procedures for reporting information throughout the duration of the test.  | 5                   |
| <b>d.</b> Clear schedule of interim meetings to assess the level of acceptance at mid-term and carry out another evaluation at the end of the test to be able to make comparisons.   | 5                   |
| <b>e.</b> Relevance of the list of adjustments to be integrated in the Deliverables.   | 5                   |
| <b>f.</b> Planning and methodology of training support for the UCLG-Africa Staff   | 5                   |
| <b>4. Communication and deployment strategy</b>  | <b>10</b>           |
| <b>5. Quality of the Team of the Experts</b>   | <b>10</b>           |
| <b>a.</b> Consultant / Project Manager.  |                     |
| • 5 years after Junior High School (equivalent to A-Levels/ G.E.D.)and beyond.   | 4                   |
| • 5 years after Junior High School.  | 3                   |
| <b>b.</b> Assistant to the consultant.   |                     |
| • 5 years after Junior High School and beyond.   | 3                   |
| • 5 years after Junior School.   | 2                   |
| <b>c.</b> Other Team members.  |                     |
| • 5 years after Junior High School and beyond.   | 3                   |
| • 5 years after Junior High School.  | 2                   |
| <b>6. Confirmed expertise in accreditation and quality assurance system and mechanism</b> in the field of training and capacity building, as well as in <b>Decentralization and Local Governance</b> (confirmed and certified expertise, and at least 1 experience in this field). | <b>10</b>           |
| <b>a.</b> Good knowledge of standards of excellence and quality assurance in this area   | 7                   |
| <b>b.</b> Good knowledge of Decentralization and Local Governance  | 3                   |
| <b>7. Fluency in Languages</b>   | <b>04</b>           |
| <b>a.</b> French and English   | 4                   |
| <b>b.</b> French   | 2                   |
| <b>Total points for the seven (07) criteria</b>  | <b>100</b>          |
| <b>The minimum technical score (ST) necessary to be accepted is .....</b>  | <b>70 points</b>    |

**Important:** At the end of this stage, all tenders having obtained a technical score lower than the minimum score of 70 points, which represents 70% of the maximum score for technical bids (100 points), will be systematically eliminated.

### **Step 2: Comparative financial analysis of the bids**

At the end of this phase, each financial bid will be assigned a score (F) out of 100:

The score of 100 will be awarded to the technically valid and lowest priced bid. For other bids, the score will be calculated using the following formula:

|                               |  |
|-------------------------------|--|
| $F = 100 * \frac{P_{min}}{P}$ | <p>P: Price of the bid</p> <p>Pmin: Price of the technically valid and cheapest bid.</p> |
|-------------------------------|--|

### **Phase 3: Technical and financial analysis**

The technical (T) and financial (F) scores obtained for each bid will be weighted respectively by the following coefficients:

70% for the technical bid  **$N = 0.7 * T + 0.3 * F$**

30% for the financial bid

The Contract will be awarded to the bid obtaining the highest “N” score.

### **XI - Working languages**

- The consultant must master the French language,
- The deliverables will be produced in French,
- Fluency in the English language would be an asset.

### **XII - Mission management**

UCLG Africa will set up a steering and monitoring committee made up of representatives of the various Departments of UCLG Africa. Its mandate will be to:

- Receive and evaluate technical and financial bids;
- Validate the Concept Note;
- Validate the deliverables resulting from the different phases of the mission.

### **XIII - Confidentiality**

The Consultant expressly and formally undertakes never to report, either directly or indirectly, or through an intermediary, all the information, data, elements, documents, documents of which he will be aware, will have or will have access on the occasion of mission and which could have negative consequences for the client.

This commitment is valid for the duration of the contract with UCLG Africa and after the project has ended for any reason whatsoever.

UCLG Africa undertakes to respect the reciprocity of this commitment with regard to the Consultant.

### **XIV - Termination**

In the event of a serious breach of one of the parties to one of its contractual obligations, the other Party may automatically and without formality terminate this contract, fifteen (15) days after notification of termination by registered letter, with acknowledgment of receipt sent to the party responsible for the breach.

In addition, each Party reserves the right to terminate the contract, at any time during its execution, in the event that the other Party is declared in a state of bankruptcy, receivership or judicial liquidation.

The parties will then settle the accounts based on the services actually performed on the date of termination of the contract.

**XV - Force Majeure**

Neither Party shall be held liable in the event of non-performance of all or part of its obligations under the contract due to any irresistible, unforeseeable event which is external to them, resulting from force majeure.

In the event that the Parties are prevented from performing the contract for a period of more than ten (10) days due to a consecutive event of force majeure, the parties will have the option to terminate the contract under the same conditions as laid down in contract.

The Parties will then settle the accounts based on the services actually performed on the date of termination of the contract.

**XVI - Ownership right**

The Consultant assigns to UCLG Africa all copyright and in particular all reproduction, representation, use, adaptation and more generally exploitation rights that he or she owns or will hold over the project covered by the contract.

**XVII - Settlement of Disputes**

Any dispute between the parties relating to the interpretation and / or execution of the contract, which the parties could not settle amicably, will be subject to the exclusive jurisdiction of the competent courts of Rabat, the city hosting the headquarters of UCLG-Africa.

**XVIII - Entire contract**

The contract resulting from this call for tenders represents the complete agreement of the parties on its subject matter and replaces all written and / or verbal agreements or commitments between the parties relating to the same subject and which would be prior to its signing date.

If one or more of the provisions of the contract are held to be invalid or declared as such by a judgment rendered in the last resort by the competent courts, the other provisions of the contract will retain all their force and scope.

No withdrawal, alteration, modification and / or deletion of any provision of the contract shall bind the parties if it has not been the subject of a written amendment, signed by the representatives of the parties./.