

**Terms of reference: Research for UCLG/CIB**  
**Policy paper on Development Cooperation & Local Government**  
**July 2020**

## **1. CONTEXT**

The Capacity and Institution Building (CIB) working group is producing a policy paper on development cooperation & local government, which should serve as an update of the UCLG-CIB policy paper on this topic from 2013.<sup>1</sup>

The policy paper should build the case for a continued strong role of local and regional governments in development cooperation, and will emphasize that, globally, local governments are key actors that drive development and support decentralization processes. As the order of government responsible for ensuring equitable delivery of essential services, including in many cases social services around health, welfare and housing, local governments occupy an important niche in a nation's development; however, support is needed from national governments and the international community to further strengthen local governments in fulfilling their mandates. The paper will also include the major role played by regional governments, for example in relation to sustainable territorial development and partnership between the different levels or orders of government.

The policy paper should reflect on the current (international policy) context in which development cooperation between local and regional governments takes place and present updated key messages, to support advocacy with local governments, national governments and the international community. When describing the developments in the (policy) context, the COVID-19 pandemic and its aftermath should also be taken into account. The consultant can build onto the CIB joint position on COVID-19 and the need for local government development cooperation to this regard.

All of the above should be illustrated by 8-10 short case studies, displaying strong/innovative local government development cooperation practices.

### **Building on earlier papers**

As mentioned above, this new policy paper will complement the "UCLG Policy Paper – Development Cooperation and Local Government", published in 2013. The context of development cooperation of local governments has changed greatly in the past 7 years, with new international development agendas and a different context, even more so after COVID-19.

---

<sup>1</sup> You will find the policy paper of 2013 here: <http://www.cib-uclg.org/cib-library/content/policy-paper-development-cooperation-and-local-government-background-paper>

### **Set-up of the policy paper**

It is anticipated that the policy paper will consist of an Executive Summary, or alternatively a set of short key messages (max 2-3 pages), followed by 20 – 25 pages text following this structure:

1. Introduction on why local government development cooperation matters, incl. light of the COVID-19 crisis and its aftermath and the international frameworks<sup>2</sup>
2. A (very) short recap of the conclusions and recommendations of the policy paper of 2013
3. Updated analysis: what is the (policy/institutional) context in which development cooperation by local and regional governments take place?
4. An advocacy strategy, including policy recommendations and key messages to be directed at local governments, central governments and the international community
5. An annex (not included in the 20-25 pages) with 8-10 case studies to illustrate the principles outlined in the paper.

### **Consultation of UCLG/CIB members**

In order to ensure that the Policy Paper and Advocacy Strategy take account of, and benefit from, the enormous experience and expertise available within UCLG's and CIB's membership and also to ensure that the process is an inclusive one, a consultation paper/survey will be prepared and disseminated by an external consultant, asking UCLG's members for their views on a set of issues relating to local governments (associations)' development cooperation.

### **Reference group**

The analysis of members' input will be integrated in a larger report by the consultant (see paragraph 2), and feed into the policy paper. This policy paper will be drafted and reviewed by the Reference Group (consisting of representatives from the CIB secretariat, Region of Catalonia and FCM), amended (if necessary) and put forward for discussion by UCLG's deliberative bodies.

### **Input for discussion by UCLG's deliberative bodies**

The background and set-up of this policy paper will be introduced within the UCLG Policy Council Opportunities for All, Culture and City Diplomacy, in Fall 2020, at the UCLG World Council meeting. If consensus is reached, it would be put before the UCLG Executive Bureau in Spring 2021 for debate and endorsement at that time. In parallel, a set of key advocacy messages will also be drawn up, which can be recommended to UCLG's representatives for

---

<sup>2</sup> The CIB Working Group is working on a joint position on the need for local government development cooperation in times of COVID-19 and in its aftermath, in line with the UCLG Decalogue for the post-COVID-19 era. This position should feature in the to be developed policy paper. The paper should, however, touch on many more topics than COVID-19.

use at important events during 2021 and beyond. The policy paper incl. key advocacy messages will be put forward for final adoption at the UCLG World Council in Fall 2021.

Consultant services are required to support the development of the policy paper, as outlined below.

## **2. SCOPE OF THIS ASSIGNMENT**

The Region of Catalonia is supporting a CIB assignment to draft a report that provides robust research-based evidence, as well as verified good practices from the UCLG/CIB network, to support the development of the UCLG policy paper on Development Cooperation and Local Government.

### **Structure**

The report should have the same structure as the policy paper:

- Part I – why local government matters
- Part II – the policy context
- Part III – analysis and case studies
- Part IV – conclusions and key messages

The methodology shall include both state-of-the-art desk research and data provided by the UCLG/CIB working group members. To this end, the consultant will elaborate a survey to get feedback from them on their decentralized cooperation practices, including issues relevant to all three chapters of the report/policy paper.

The consultant will work in close collaboration with staff from the CIB Secretariat (Jessie Post) and the Region of Catalonia (Javier Sanchez Cano). Together with FCM they form the Reference Group who will provide continuous guidance and monitoring to the consultant's work.

### **Tasks and timelines related to this assignment**

1. Consultant's initial understanding of the overall approach to the study and to the contents of the three chapters. Outline of methodology and sources.  
Deliverable: Inception report (mid-September)
2. Preparation of a survey for UCLG/CIB members and other relevant stakeholders. Survey is sent to stakeholders (mid-end of September)
3. Further desk research; telephone interviews with key respondents (October)

4. Synthesis of findings and preparation of a draft final report (End of October/Early November)

Deliverable: draft final report

5. Upon consultation and feedback from the Reference Group, production of a final report (End of November)

Deliverable: final report

### **Level of effort**

The estimated level of effort for this assignment is a maximum of 30 days, as outlined above, to be completed between end of September 2020 and December 30, 2020.

### **Costs**

Max. budget of 15.000 € + VAT available.

### **3. TENDERING INSTRUCTIONS**

Parties (research organisations, individual researchers) interested in providing the service described above should prepare a brief document, comprising:

- a) Their understanding of the assignment, and initial research approach and methodology (1 page max.)
- b) CVs with relevant accomplishments of the team that will be involved in the assignment (3 pages max.)
- c) An estimate of activities and costs

Application should be sent to Javier Sánchez Cano, [jsanchez.cano@gencat.cat](mailto:jsanchez.cano@gencat.cat), by September 4th 2020 COB.