

Barcelona, 5th February 2025

**SUBJECT: TENDER FOR CONSULTING SERVICES – IMPACT ANALYSIS AND
POLICY RECOMMENDATIONS**

Dear Bidder,

We are pleased to announce an open call for the procurement of **Consulting Services for Impact Analysis and Policy Recommendations for Transformative Projects within the Cities Countdown to 2030 Initiative**, with Ref. 03-2025.

All information regarding the scope of the activities and the procurement process can be found in Annexes 1 and 2. We recommend that you read them carefully and follow the instructions provided in these documents.

UCLG is the World Organization representing local and regional governments, and the contracting party for this tender will be the UCLG World Secretariat, based in Barcelona (Spain). The contract will be governed by Spanish law and subject to the courts of Barcelona.

UCLG will ensure that the principles of transparency, publication and dissemination, free access, equality, competition, economy, and fairness are upheld throughout this tender process.

Sincerely,

UCLG WORLD SECRETARIAT

Attached Documents:

- Annex 1: Terms of Reference
- Annex 2: Binding Conditions
- Tender Submission Form

ANNEX I: TERMS OF REFERENCE

Impact Analysis and Policy Recommendations for Transformative Projects within the Cities Countdown to 2030 Initiative

"The purpose of this tender is to identify a consultancy firm or an individual consultant, either working independently or as part of a team, with demonstrated expertise in impact analysis, urban policy, and SDG localization. The selected consultant will be responsible for conducting a structured assessment of transformative urban projects, evaluating their financial impact and social reach, and developing evidence-based policy recommendations. These findings will contribute to strengthening multi-level governance, facilitating innovative financing mechanisms, and fostering knowledge exchange within the Cities Countdown to 2030 Initiative and the broader Local2030 Coalition framework."

I. Background Information

a) About UCLG

United Cities and Local Governments (UCLG) is the largest global network of local and regional governments (LRGs), representing over 1,000 cities and 112 LRG associations across 140 countries. UCLG promotes democratic local governance, social justice, and sustainable development, aligning its work with global agendas such as the Sustainable Development Goals (SDGs).

b) Project Context

The *Cities Countdown to 2030* initiative, led by UCLG, seeks to accelerate the implementation of the SDGs by leveraging the transformative potential of local and regional governments. This initiative is a key component of UCLG's *SDG Rescue Plan* and aligns with international efforts to drive concrete, impactful local actions.

To this end, UCLG will conduct a structured impact analysis of transformative projects that contribute to SDG localization and produce actionable policy recommendations. The initiative will also provide critical input to the *High Impact Initiative on Localization (Local2030 Coalition)* of the United Nations, which aims to scale up effective SDG implementation through multi-level governance, financial innovation, and policy coherence.

The selected projects will serve as reference cases to illustrate how localized interventions can drive systemic transformations in areas including:

- **Climate resilience and just transitions** (e.g., adaptation strategies, nature-based solutions, circular economy models).
- **Inclusive and affordable housing** (e.g., cooperative housing, tenure security, anti-gentrification policies).
- **Food systems transformation** (e.g., urban agriculture, territorial food policies, community-supported agriculture).

- **Energy transition and public infrastructure** (e.g., decentralized renewable energy models, energy poverty mitigation).
- **Social protection and local economic inclusion** (e.g., participatory budgeting, gender-responsive policies, labor rights).
- **Digital public infrastructure for governance innovation** (e.g., open-source civic tech, AI for local decision-making).

By analyzing these projects, UCLG will contribute evidence-based recommendations to inform policies that facilitate funding mechanisms, enhance institutional capacity, and foster knowledge exchange among local actors worldwide.

II. Objectives and Scope of Work

The objective of this project is to assess the impact of transformative urban projects and derive policy recommendations to support their scalability and transferability. The work is structured into five key phases:

1. **Definition and Structuring of the Impact Analysis Methodology**
 - Design and validation of a robust methodology to assess the impact of projects.
 - Focus on two key dimensions:
 - a) The financial resources mobilized by the project.
 - b) The number of people whose lives have been improved by the project.
 - Integration of quantitative and qualitative evaluation methods.
2. **Support in the Identification and Selection of Cases**
 - Identification of relevant transformative projects.
 - Verification and final selection in collaboration with UCLG.
 - Selection of up to 20 projects representing different urban contexts.
3. **Case Impact Analysis**
 - Documentary review and data collection.
 - Interviews with key stakeholders (technical and political representatives).
 - Organization of validation sessions with project stakeholders.
 - Preliminary report with impact conclusions and recommendations.
4. **Establishment of a Community of Practice**
 - Design and implementation of an interactive exchange platform.
 - Organization of knowledge-sharing sessions (workshops, webinars).
 - Facilitation and moderation of discussions for six months.
 - Compilation of insights to inform the final report.
5. **Final Report Development**
 - Synthesis of findings from all phases.
 - Drafting and formatting of a final publication.
 - Visual and professional layout for accessibility and dissemination.

III. Work Plan and Timeline

The project will follow the timeline below:

Phase	Activities	Estimated Duration
Phase 0: General Coordination	Regular coordination meetings, information exchange, and administrative oversight.	Ongoing (20 months)
Phase 1: Impact Analysis Methodology	Definition of evaluation criteria, development of tools, and validation.	2 months
Phase 2: Case Selection	Identification, verification, and approval of up to 20 case studies.	2 months
Phase 3: Impact Analysis	Documentary review, interviews, analysis, validation, and preliminary reporting.	9 months
Phase 4: Community of Practice	Establishment of an exchange platform, moderation, and synthesis of insights.	9 months
Phase 5: Final Report	Compilation of findings, drafting, and formatting of the final document.	8 months
Project Completion	Publication of the final report and dissemination.	November 2026

IV. Contribution to the High Impact Initiative on Localization (Local2030 Coalition)

The findings from this project will directly contribute to the *Local2030 Coalition*, one of the 12 *High Impact Initiatives* launched by the UN to accelerate SDG implementation. Specifically, this research will support the three key action areas of the initiative:

1. **Advocacy for Localization:** Generating a deeper understanding of the imperative of local action to accelerate SDG transitions, including through knowledge-sharing events and policy dialogues.
2. **Facilitating Local Implementation:** Strengthening multi-level governance frameworks, supporting innovative financing solutions, and integrating SDG-aligned urban policies.
3. **Monitoring and Reporting:** Enhancing Voluntary Local Reviews (VLRs) and linking them to national and global reporting mechanisms to showcase the impact of localized strategies.

Through this work, UCLG aims to showcase the critical role of local governments in achieving the six key SDG transitions identified in the *Local2030 Coalition*:

- **Food systems**
- **Energy access and affordability**
- **Digital connectivity**
- **Education**
- **Jobs and social protection**

- **Climate change, biodiversity loss, and pollution**

The final report will include case-based recommendations for strengthening local leadership, increasing investments in urban SDG projects, and enhancing multi-stakeholder partnerships within the *Local2030* framework.

V. Deliverables

The consultant will be responsible for delivering:

1. **Validated Impact Analysis Methodology** – A comprehensive framework for assessing project impacts.
2. **Case Study Selection Report** – Justification for selected projects.
3. **Impact Analysis Report** – A detailed evaluation of selected cases, including recommendations.
4. **Community of Practice Report** – Documentation of exchanges and learnings.
5. **Final Publication** – A structured document consolidating findings and recommendations.

All reports and deliverables must be submitted in English. Executive summaries may be required in Spanish and French.

Reports must be delivered in both Word and PDF formats. Deliverables must be professionally formatted for print. A professional layout is expected for the final publication, ensuring accessibility and clarity for diverse audiences.

VI. Application and Submission Requirements

Interested candidates must submit a proposal including:

- A detailed methodology explaining the approach to impact analysis.
- A proposed work plan aligning with the outlined phases.
- Experience in similar projects, particularly in urban policy and SDG localization.
- Team composition and key personnel involved.
- Financial proposal covering the three main project phases (Methodology, Case Analysis, Final Report).

VII. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

Criteria	Weight	Description
Technical Expertise and Relevant Experience	30%	Proven experience in impact analysis, urban policy, and SDG localization. Experience working with local/regional governments, international organizations, or similar initiatives will be valued.
Methodological Approach	30%	Clarity, feasibility, and robustness of the proposed methodology, including quantitative and qualitative evaluation techniques.
Financial Proposal	20%	Cost-effectiveness and justification of the proposed budget, ensuring alignment with project deliverables.
Work Plan and Feasibility	20%	Realistic timeline, organization of tasks, and resource allocation to achieve the objectives within the project timeframe.

Only proposals scoring a minimum of 70 points out of 100 will be considered for final selection.

VIII. Intellectual Property and Use of Results

All deliverables produced under this contract, including reports, datasets, and methodologies, will remain the property of UCLG. The selected consultant(s) may not publish or share the results without prior written consent from UCLG. Proper attribution to UCLG will be required in any authorized external dissemination of findings.

IX. Payment Terms and Contract Conditions

The payment structure will be based on the successful completion of project milestones, as outlined below:

Milestone	Payment Percentage	Conditions
Validated Methodology	15%	Upon formal agreement and submission of the Analysis Methodology
Interim Deliverables	50%	Upon approval of the impact analysis methodology and case study selection report.
Final Report Submission	35%	Upon submission and acceptance of the final publication.

All payments will be processed within 30 days upon approval of each deliverable. The consultant is responsible for ensuring compliance with all contractual and administrative requirements.

By submitting a proposal, bidders acknowledge and accept all terms and conditions contained in this tender.

ANNEX II

CONTRACTUAL BINDING CONDITIONS

Publication date:	5 th February 2025	Deadline for submitting tenders:	20 ^h February 2025 24:00 CET
Document:	TENDER FOR CONSULTING SERVICES – IMPACT ANALYSIS AND POLICY RECOMMENDATIONS		
Name and address of the Contracting Authority:	ORGANIZACION MUNDIAL DE CIUDADES Y GOBIERNOS LOCALES UNIDOS (UCLG) Avinyó 15 08002 Barcelona (Spain) Tel: +34 933428750 e-mail: tender@uclg.org		
Short Description:	Tender for Consulting Services - Impact analysis and policy recommendations <i>More information included in Annex I</i>		
Contract type:	Service Provider Contract		
Duration of the contract:	See Annex 1		
Procedure type:	Open procedure		
Budget:	Not fixed		
Language of the services and communication:	English, French and Spanish		
Language submission (preference)	English or French or Spanish		
Status:	Open		
Notification of award to the successful tenderer:	10-15 days after deadline for tenders		

1) The contractor is responsible for implementing the task entrusted to it in the Terms of Reference (see Annex 1)

2) Legal aspects:

- UCLG may require information on the Tenderer to be in compliance with their obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of its country.
- Following the notification of award, tenderer(s) to which the contract is to be awarded, must supply evidence about fiscal residence in its country.

The Tenderer and its staff must comply with human rights and undertake not to offend the political, cultural and religious mores of the country(ies) where the action is implemented. In particular, and in accordance with the applicable basic act, tenderers who have been awarded contracts must comply with core labour standards as applicable and as defined in the relevant International Labour Organisation conventions.

3) Drafting and content of the tender documents to be submitted by the tenderer. Tender documents must contain the following provisions and information:

- Application form provided in the tender notice.
- Description of the Tenderer (Organization, Expert, Consultant, Company...) and the persons having powers of representation, decision making or control.
- Key experts and CVs, in case individuals involved.
- Technical offer according to Annex 1 requirements.
- Financial offer including indirect tax if applicable.
- All the financial identification information including the financial identification number. In a later phase of the contract drafting, the bank account details will be provided to UCLG.
- Statement from Fiscal and Social Security of the country proving no debts with Public Authorities.

4) The Tender set of documents need to be sent to UCLG no later than the date and time indicated at the deadline set up above by e-mail to: tender@uclg.org. No tenders will be accepted beyond the submission date, except when otherwise informed on the web site.

5) In case additional information is required to submit the proposal, we kindly invite you to contact UCLG in the e-mail address tender@uclg.org. Only relevant questions in writing concerning clarifications of the Tender will be answered.

6) Tenderers are entitled to withdraw their offer at any time.

- 7) Tenderers will receive an automatic answer from the system informing of the reception of the Tender documents.
- 8) UCLG might request additional information of the proposal in case unclear concepts raised to UCLG. If this is the case, the tenderers whose submissions require clarification, will be asked to reply within a reasonable deadline set by the assessment team. If the tenderer submits a self-declaration/statement as documentary proof, the contracting authority reserves the right to ask for further documentary evidence.
- 9) If UCLG suspects that a candidate, tenderer or applicant does not comply with the rules, it must ask the candidate/tenderer/applicant to provide evidence demonstrating actual compliance with the applicable rules.
- 10) Evaluation Criteria: UCLG will take care that the awarded tenderer does not have a potential conflict of interest with the organization and will decide whether or not the submitted proposals:
 - Comply with the essential requirements of the tender dossier: technical, administrative and financial.
 - Satisfy the requirements set in the tender dossier
 - Contains the complete documentation
 - Language required by the tender dossier has been used

The selection criteria concern the tenderer's capacity to execute the contract. The successful tenderer will be the one submitting the least expensive tender classified as 'technically compliant' during the evaluation.

- 11) The tenders will be assessed according to the eligibility and the financial, economic, technical and professional capacity of the tenderers. Tenders will be compared and the contract awarded. The decision of who is the successful tenderer will be final.
- 12) Choice of contractor:

As a result of its deliberations, UCLG will decide on the following recommendations:

- Award the contract to the tenderer which has submitted the least expensive offer and complies with the formal, technical, administrative and financial requirements
- Cancel the tender procedure:

Once award of the contract the successful tenderer will be notified.

- 13) Once the tenders have been analysed, they are compared and the successful tenderer is chosen. No negotiation is allowed.
- 14) UCLG must ensure equal treatment of tenderers and keep the tenders confidential.

15) UCLG may cancel the tender, if any of the following situations occurs:

- the tender procedure has been unsuccessful, i.e. no suitable, qualitatively or financially acceptable tender has been received or there is no valid response at all;
- the economic or technical data of the project have fundamentally changed;
- exceptional circumstances or a force majeure render normal performance of the contract impossible;
- all technically acceptable tenders exceed the financial resources available;
- there have been breach of obligations, irregularities or frauds in the procedure, in particular where these have prevented fair competition;
- the award is not in compliance with sound financial management i.e. does not obey the principles of economy, efficiency and effectiveness (e.g. the price proposed by the tenderer to whom the contract is to be awarded bears no relation to the market price).

Tender Submission Form

1. Tender submitted by

1-1. Company or Organization

Name of legal entity	
Registered address	
Tax registration number	

1-2. Individual or consortium of multiple individuals

	Name of legal entity or entities submitting this application	TIN¹	Nationality
Leader²			
Member 1			
Member 2			

¹ TAX identification number/National registration number

² Add / delete additional lines for consortium members as appropriate



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2. Contact person

Name	
Address	
Telephone	
E-mail address	

3. Statement

I, _____, the undersigned, being the authorised signatory of the above tenderer (including all consortium members in the case of a consortium), hereby declare that we(I) have examined and accept without reserve or restriction the entire content of the tender documentation for the above procurement procedure. We(I) offer to provide the services requested in the tender documentation on the basis of our submitted financial offer and our technical offer. We(I) also declare that we have no financial debts to the fiscal authorities, the Social Security Administration and other public administrations.

Financial offer	<i>presented in EUR (net amount, excl. VAT)</i>
Technical offer	<i>As submitted</i>
Submission of proof of not having financial debt	<i>YES (Name of relevant documents submitted) / NO</i>

Signed on behalf of the candidate

Name	
Title	
Signature	
Date	