

## Section IV: Schedule of Requirements

### Terms of reference (TOR)

#### **Request for Proposal for the supply of Joint Work Programme for Equitable Economic Growth in Cities Synthesis Report**

**eSourcing reference: RFP/2019/9243**

### **I. BACKGROUND**

The Cities Alliance is the global partnership for the promotion of cities in poverty reduction and sustainable development. Headquartered in Brussels, it is a unique partnership with diverse members – local authorities, national governments, international non-governmental organisations, foundations and multi-lateral organisations – which have come together to strengthen both impacts and coherence in urban development. Cities Alliance is hosted by the United Nations Office for Project Services (UNOPS).

In 2016, the Cities Alliance established a four-year Joint Work Programme (JWP) focused on fostering equitable economic growth in cities. The JWP for Equitable Economic Growth in Cities aims to better understand and address the link between public service provision and equitable economic growth trajectories in cities. To accomplish this goal it works with local governments, city stakeholders and development partners to produce global knowledge, facilitate policy dialogues and support city-level diagnostics and policy recommendations to respond to the challenges of inequitable economic growth in cities. The JWP is funded and chaired by the UK Department for International Development (DFID), actively facilitated by the Cities Alliance Secretariat. Further information on the JWP can be retrieved at: <http://www.citiesalliance.org/equitable-econ-growth>.

Since its inception in 2016, the JWP has explored the linkages between municipal public service provision and pathways to more equitable, sustainable and inclusive economic development in cities. The focus is on the economic impacts of locally managed public goods and services, particularly in secondary cities in rapidly urbanizing low and middle income countries. Through its years of operation the JWP has built a rich repository of knowledge, emanating from its engagements at local and global levels. Entering its final year of operation, the JWP is conducting a substantive review and synthesis of the data, evidence, stories, findings and recommendations generated. The Cities Alliance is looking for an entity to undertake this comprehensive synthesising exercise – to constitute a key part of the legacy of the programme and to inform initiatives aimed at fostering more equitable economic development in secondary cities, by development partners as well as national and local governments themselves.

### **II. OBJECTIVES**

The objectives of the assignment are as follows:

- To review, analyse and summarise the full body of work of the JWP in order to provide an overview of the findings and recommendations generated;
- To conduct a cross-analysis of the knowledge produced under the JWP components and across the JWP cities in order to highlight key aspects of fostering equitable economic development in secondary cities (including by identifying commonalities, differences, challenges and opportunities emanating from the JWP knowledge repository and previously not highlighted in the individual pieces of work);
- To review the JWP Theory of Change in light of the JWP body of work and to develop products to illustrate, substantiate and disseminate the JWP Theory of Change;
- To extract and highlight in particular knowledge, insights and recommendations emanating from the JWP Campaign Cities initiative, and to produce related outputs fit for public dissemination.

It should be noted that the objective is NOT to undertake an impact evaluation, or an assessment of the extent to which the JWP (or the JWP cities) have reached its objectives. Rather, the assignment should provide a fundamental contribution to the JWP objective (to better understand and support pathways to more equitable

economic development in secondary cities), by capturing, highlighting and generating further insights based on the work undertaken to date.

### **III. ABOUT THE JWP**

Over the past decade, the statement that “cities are the engines of economic growth” has been often repeated. Yet, nothing is certain about the growth trajectories of cities. Many struggle to increase productivity and provide basic economic opportunities to growing populations. The inability of urban labor markets to provide economic opportunity to growing populations has led to widespread informality. In most developing regions informal employment represents more than half of non-agricultural employment. In all cities, high inequality – both income and opportunity – threatens economic growth and human development.

Responding to the interconnected challenges of rising inequality and lack of economic opportunities in secondary cities in the Global South, the JWP focuses on supporting equitable access to public goods and services by all citizens and both formal and informal businesses.

The JWP recognizes that improved access to public goods and services not only generally benefits the poor but also strengthens the fundamental prerequisites for growth and productivity, enabling cities to benefit from economies of agglomeration and scale. The universal provision of basic infrastructure is fundamental to increasing the productivity of people and businesses alike. An effective, affordable transport infrastructure is required to avoid congestion and reap the economic benefits of connectivity. No economy can thrive without reliable sources and supply of energy, especially electricity. Public space is essential to the livelihoods and productivity of informal workers, who often operate in the streets and open areas of the city. Crucially, many public goods and services are within the control of cities and local governments themselves, rendering them a key entry point for addressing the challenge of adopting more equitable and sustainable approaches to economic development in cities.

The JWP addresses the links between improved access to locally provided public goods and services, and more equitable economic development through three workstreams/components.

#### **Component 1: Global Dialogue**

the JWP contributes to structured, global policy dialogues, specifically addressing the role of local public goods and services in stimulating growth and reducing inequalities in cities.

#### **Component 2: Generating Global Knowledge**

The JWP identifies and addresses key knowledge gaps by producing peer-reviewed, global knowledge products to inform practitioners and policy-makers at the global, national and local levels. This involves development and review of existing diagnostic tools, approaches, good practices, knowledge and learning systems to address Equitable Economic Growth in Cities.

The JWP has produced global knowledge products on a variety of themes including gender-responsive service provision, the role of inclusive public space for informal livelihoods, connective infrastructure within systems of secondary cities, local management of ecosystem goods and services, and municipal service pricing. All knowledge products explore linkages between access to public goods and services and more equitable paths to economic development in cities.

#### **Component 3: The Campaign Cities Initiative**

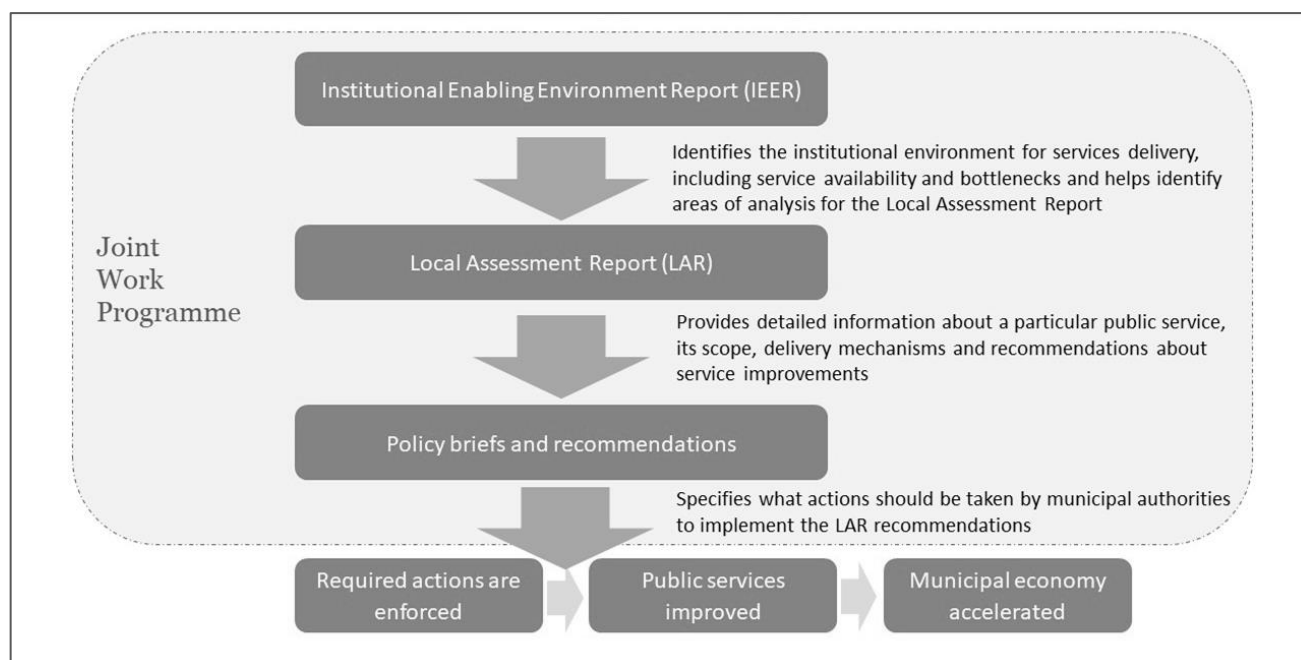
The JWP builds on local partnerships in select cities in partner countries, with two secondary cities in four countries selected as Campaign Cities (Sylhet and Narayanganj in Bangladesh; Mbale and Gulu in Uganda; Cape Coast and Agona Swedru in Ghana; Kajiado and Nyandarua in Kenya). The initiative supports the promotion of equitable access to public goods and services through focus areas adapted to the city's specific needs and context. Each campaign city produces outputs including an Institutional Enabling Environment Report (IEER), a Local Assessment Report (LAR), and city-level, evidence-based policy briefs and recommendations.

As reflected in the objective, special emphasis throughout the assignment should be placed on the activities and outputs produced under Component 3. In Addition, individual Campaign City Briefs will be produced for each city, summarising the activities and findings.

The Campaign Cities Initiative is built on a process consisting of three reports and three workshops: a kick-off workshop to initiate the campaign, validate findings of the IEER and select priority service areas subjected to further exploration in the LAR; a mid-term workshop to validate findings of the LAR; and a closure workshop to review and agree on policy recommendations.

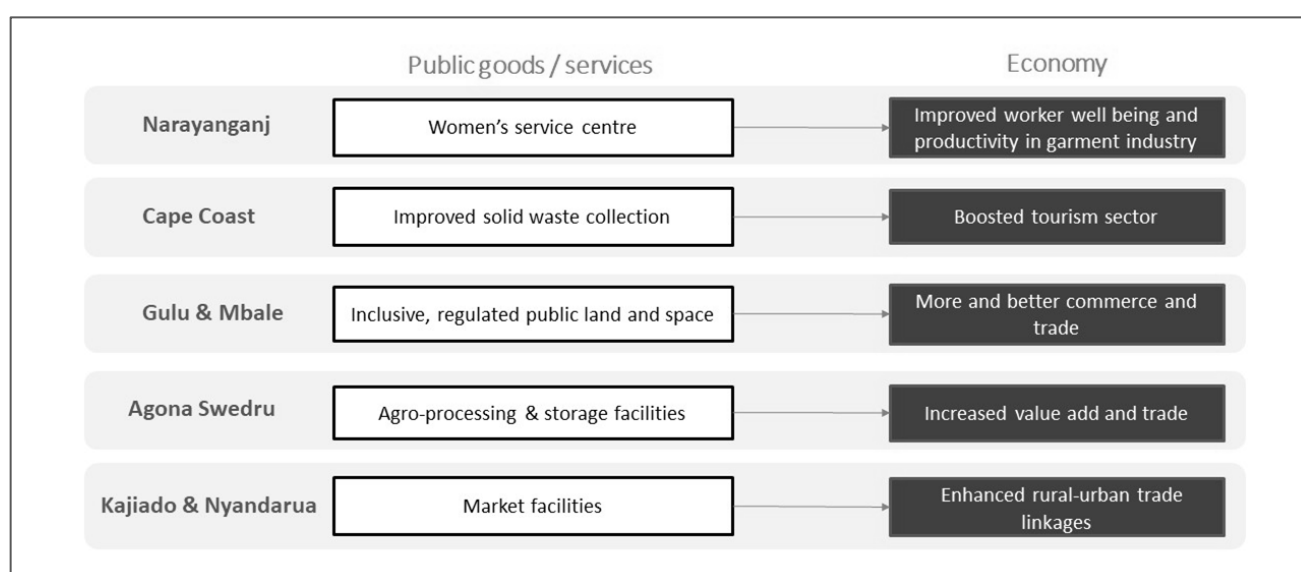
Figure 1 provides an overview of the process.

Figure 1 The Campaign Cities process



As an integral aspect of the methodology, each campaign city selects priority service areas, based on (i) local powers and responsibilities and (ii) potential impact on local economic development, productivity and growth. The methodological flexibility produces a diverse set of “goods/service-economy linkages”, each determined by the respective city priorities. Figure 2 gives a sample of the linkages explored.

Figure 2 Sample “goods/service-economy linkages” explored in Campaign Cities



## IV. SCOPE OF WORK

The components, outputs and activities of the assignment are listed below.

The primary target audiences include:

- **National and local governments:** National and sub-national policy-makers and officials, and other stakeholders such as service providers, civil society actors and activists involved in shaping the understanding and enabling policy environment necessary to foster equitable economic growth in cities.
- **Members of the JWP:** Members will use the outputs in support of their own development interventions to foster equitable economic growth in cities.
- **Strategic Partners:** All partners interested in joining endeavors for a better understanding of how inclusive and equitable economic growth in cities can be fostered, e.g. the wider media and development community as well as academia.

All outputs shall be submitted in three draft versions with rounds of revisions, any of which may involve reviews by external experts managed by the Cities Alliance secretariat.

The final version of all outputs shall be copy edited by the implementing entity before submission. The implementing entity is also responsible for formatting, layout and graphic design as per the outputs described below.

### Inception report

The contracted entity shall submit an Inception Report following the commencement of the assignment. The inception report should detail all planned aspects of the assignment, including (but not limited to) its scope, understanding of the assignment, approach to the development of all outputs, tentative table of content of the main report, approach to dissemination and engagement with relevant stakeholders, timeline, quality assurance and control measures, communications strategy.

### Component 1: JWP Synthesis Report

The Synthesis Report should provide a comprehensive, substantive, *summary and analysis* of the work of the JWP. It should be based on a thorough review of the full body of resources produced by the JWP in order to identify key themes, insights and recommendations in relation to the two guiding questions of the JWP: 1) “*What are the links between improved access to public goods and services and more equitable economic development in secondary cities?*” and 2) “*what can be done at the local level to improve access to public goods and services in order to support more equitable economic development in secondary cities?*”. An essential purpose of the report is to conduct cross-case analysis of the products produced by the JWP, which have previously not been analysed as whole.

The report should be based on, and include, the following analytical elements:

- **A review, discussion and recalibration of the JWP Theory of Change (ToC).** The ToC posits the relationship between local public goods and services and equitable economic growth and has been gradually explored during the course of the programme. The review of the ToC should also include a discussion of, and positioning of it within, current debates and literature on the subject.
- **A review and cross-analysis of the IEERs.** The IEERs include a review not only of the legal powers and responsibilities of local governments in the campaign cities, but also a broader review of the national enabling environment in which cities operate.
- **A review, cross-analysis and synthesis of the LARs.** The LARs constitute a rich repository of data, information and recommendations emanating from research and diagnostics in the campaign cities. This review should include both a summary and a cross-city and cross-country analysis in order to distil essential themes and findings.
- **A review and cross-analysis of the global knowledge products** (JWP Component 2), including case studies and cross-cutting themes. This analysis should relate the knowledge products to each other but

also to the work of the campaign cities (JWP Component 3) in order to identify prominent themes, findings, challenges and recommendations.

- **A review and synthesis of lessons learnt and recommendations**, including identification of aspects and lessons coming out of the cross-analysis and previously not identified. Recommendations should be primarily targeted at sub-national policy makers (political and civil servants), national policy makers, development partners, civil society and the private sector.
- **Identification of knowledge gaps and suggested future engagements** and areas for further exploration.

All analytical elements should be incorporated in the report, but should not (necessarily) be interpreted as chapters. The implementing entity is expected to suggest an innovative structure of the report, in a tentative version in the inception report and in an advanced version after having conducted a first review of the JWP resources.

The assignment will be based on a thorough review and analysis of the full body of resources produced by the JWP, including but not limited to the following literature:

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*JWP literature and resources to be reviewed (non-exhaustive)*

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**Policy dialogue series** (approximately 200 pages)

Documentation of Policy Dialogue 2016: Exploring the Role of Improved Access to Public Goods and Services  
 Documentation of Policy Dialogue March 2017: Fostering Equitable Economic Growth in the 2030 Global Agenda for Cities  
 Documentation of Policy Dialogue October 2017: Public Goods and Services for Women's Economic Empowerment in Cities  
 Documentation of Policy Dialogue February 2018: Public Space as a Driver of Equitable Economic Growth: Policy and Practice to Leverage a Key Asset for Vibrant City Economies

**Global Knowledge Products** (approximately 600 pages)

Gender Responsive Access to Public Services: Pathways to Equitable Economic Growth in Cities  
 Inclusive Public Spaces for Informal Livelihoods: A Discussion Paper for Urban Planners and Policy Makers  
 Supporting Informal Livelihoods in Public Space: A Toolkit for Local Authorities  
 Working in Public Space: A Manual for Street Vendors  
 Managing Ecosystem Services for Equitable Economic Growth in Cities  
 Equitable Economic Growth in Your Town or City: A diagnostic toolkit  
 Equitable Economic Growth in African Cities Final Report  
 Pricing Municipal Public Goods and Services: Principles and Practise for Vibrant City Economies  
 Connecting Systems of Secondary Cities: Towards more Equitable Economic Development

**Campaign City Outputs** (approximately 1500 pages)

Institutional Enabling Environment Report (IEER): Mbale (Uganda)  
 Institutional Enabling Environment Report (IEER): Gulu (Uganda)  
 Institutional Enabling Environment Report (IEER): Sylhet (Bangladesh)  
 Institutional Enabling Environment Report (IEER): Narayanganj (Bangladesh)  
 Institutional Enabling Environment Report (IEER): Cape Coast (Ghana)  
 Institutional Enabling Environment Report (IEER): Agona Swedru (Ghana)  
 Institutional Enabling Environment Report (IEER): Kajiado County (Kenya)  
 Institutional Enabling Environment Report (IEER): Nyandarua County (Kenya)  
 Local Assessment Report (LAR): Public Space and Land Management in Gulu and Mbale Municipalities  
 Local Assessment Report (LAR): Local Economic Development for Equitable Growth in Gulu and Mbale Municipalities  
 Local Assessment Report (LAR) Narayanganj: Women's Complex and City Digital Centres: Needs and Preliminary Feasibility  
 Local Assessment Report (LAR) Sylhet: Medical Waste Management and Vocational Training Centres  
 Local Assessment Report (LAR): Cape Coast  
 Local Assessment Report (LAR): Agona Swedru  
 Local Assessment Report (LAR): Kajiado County  
 Local Assessment Report (LAR): Nyandarua County  
 Action Plans (Policy Briefs): Narayanganj  
 Action Plans (Policy Briefs): Sylhet  
 Policy Briefs and Recommendations: Gulu  
 Policy Briefs and Recommendations: Mbale  
 Policy Briefs and Recommendations: Cape Coast  
 Policy Briefs and Recommendations: Agona Swedru

**Other resources**

Infrastructure Investment Planning and Equitable Economic Growth Webinar (webinar recording)  
 Equitable Economic Growth City Diagnostics Webinar (webinar recording)  
 Improving Public Services for More Equitable Economic Growth in Uganda's Secondary Cities (video)

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## Outputs

- **Output 1.1 JWP literature review report.** The literature review report shall document the literature review process, certify that all resources have been reviewed and provide a first indication of outcomes, including preliminary findings and reflections, to form the basis for discussion with Cities Alliance and subsequently inform the further analysis. The literature review report shall NOT form a part of the final report; it is a process milestone document.
- **Output 1.2: Suggested report structure and annotated outline** – to include a preliminary table of content with brief commentary on envisaged sub-sections and aspects to be covered. Major prescriptive and analytical elements, such as matrixes, text boxes, conceptual and diagnostic frameworks, models and tools, shall be suggested.
- **Output 1.3: Drafting and submission of final JWP Synthesis Report (manuscript).** The report shall be subject to at least 3 rounds of revisions, all of which may be subject to external reviews organised by the Cities Alliance secretariat. The report shall be approximately 50 pages and include tables, figures, text boxes and other graphic elements (to be graphically refined as part of output 1.4). The final report shall include an Executive Summary.
- **Output 1.4: Editing, layout and graphic design of the final JWP Synthesis Report** – including copy edit, layout and design of the full report, including cover design, as well as the incorporation of photos, in accordance to the Cities Alliance styleguide and branding policy. To be subject to at least three rounds of revision.
- **Output 1.5: 4-page Summary of Synthesis Report.** The summary shall be a complete and freestanding document, including imagery and graphic elements.

## Component 2: Campaign City Briefs

The Campaign City Briefs include the production of one Brief for each campaign city (8 in total), summarising and illustrating the research and outputs of each city. Primary attention should be given to the three outputs – the IEER, LAR and Policy Recommendations – but may also require consulting workshop reports, mission reports, data availability reports, articles and other material produced as part of the work in the campaign cities. Each brief should not exceed 2 pages. They should include a written narrative as well imagery and infographic representations to enhance readability.

## Outputs

- **Output 2.1: Drafting and submission of one Campaign City Brief for each JWP city**
- **Output 2.2: Editing, layout and graphic design of each Campaign City Brief** - including copy edit, layout and design as well as the incorporation of photos, in accordance to the Cities Alliance styleguide and branding policy. To be subject to three rounds of revision.

## Component 3: Issue Briefs

The Issue Briefs should cover specific issues, and related policy responses, explored by the JWP to illustrate the JWP Theory of Change. At least four Briefs of maximum four pages each should be produced. One Brief should focus on the Theory of Change itself: explaining the pathways through which improved provision of and access to public goods and services impacts productivity, human capital and more equitable economic development in secondary cities. The Brief should illustrate the Theory of Change in a comprehensive and clearly communicated manner, backed by evidence and practical examples from the work of the JWP.

The topics of the remaining Briefs should be suggested as part of the JWP Literature Review Report (Output 1.1) and decided in consultation with the Cities Alliance secretariat. Topics may include, for example, themes explored from different angles in numerous works of the JWP (such as the role of inclusive access to public space); cross-cutting themes of particular importance to the Theory of Change (for instance policies for improved service provision in formal-informal hybrid economies); specific sectoral or service focus (such as the role of market infrastructure to improve agro-processing and rural-urban value chains in secondary cities); or other themes clearly manifested in the JWP body of work and of key relevance to illustrate the Theory of Change.

Outputs

- **Output 2.1: Drafting and submission of at least four (4) Issue Briefs.**
- **Output 2.2: Editing, layout and graphic design of each Issue Brief** - including copy edit, layout and design as well as the incorporation of photos, in accordance to the Cities Alliance styleguide and branding policy. To be subject to three rounds of revision.

**Component 4: Validation, knowledge sharing and dissemination**

The implementing entity is expected to participate in a number of events to present progress and findings of the assignment. The purpose of the seminars/webinars/meetings is to subject the work to a rigorous peer-review process as well as to validate, discuss and disseminate the findings. Cities Alliance will be responsible for organising the events and meetings; the implementing entity will be responsible for all costs related to their own participation. PowerPoint (or similar) presentations shall be shared with and reviewed by Cities Alliance before the events.

In addition to the outputs under Component 4, all outputs of the assignment may be subject to review and validation by Cities Alliance members, including relevant organisations of local governments such as UCLGA and UCLG ASPAC. Engagement with other ongoing work and implementing entities of the JWP might also be required, since the programme is still active. The engagement with members and partners will be facilitated by the Secretariat but should be taken into account in the time plan and reflected in the technical and financial proposal.

Outputs

- **Output 4.1: Presentation at a seminar organised in Brussels.** This will be a 1-day seminar organised by the Cities Alliance secretariat.
- **Output 4.2: Presentation at a JWP event 2019.** The event will take place in Sub-Saharan Africa or Europe. Participation is expected to be for 2 days. Budget assumptions should reflect costs for travel and participation of two persons assuming the event will take place in Ghana. The actual location will be communicated in Q2.
- **Output 4.3: Presentation (virtual) in a webinar organised by the Cities Alliance secretariat**

**V. DELIVERY SCHEDULE AND OUTPUTS**

All components, outputs and activities of the assignment should be completed by 31 January 2020. Payment will be based on milestone deliverables upon submission of invoice and upon certification of the work completed.

<b>OUTPUTS</b>	<b>TARGET DATE</b>
Output 0.1: Inception report	1 June
<b>Component 1: JWP Synthesis Report</b>	
Output 1.1: JWP literature review report	15 July
Output 1.2: Synthesis Report structure and annotated outline	31 July
Output 1.3: Draft(s) and final Synthesis Report	15 October
Output 1.4: Editing, layout and graphic design of the final JWP Synthesis Report	15 November
Output 1.5: 4-page Synthesis Summary Report	1 December
<b>Component 2: Campaign City Briefs</b>	
Output 2.1: Drafting and submission of one Campaign City Brief for each JWP city	15 November
Output 2.2: Editing, layout and graphic design of each Campaign City Brief	1 December
<b>Component 3: Issue Briefs</b>	
Output 3.1: Drafting and submission of at least four (4) Issue Briefs	1 November
Output 3.2: Editing, layout and graphic design of each Issue Brief	1 December
<b>Component 4: Validation, knowledge sharing and dissemination</b>	
Output 4.1: Presentation at a seminar organised in Brussels by the Cities Alliance secretariat	Q2-3 2019

Output 4.2: Presentation at JWP event 2019	Q3 2019
Output 4.3: Presentation (virtual) in a webinar organised by the Cities Alliance secretariat	Q4 2019

## VI. REQUIRED EXPERTISE OF KEY PERSONNEL

The following key roles with corresponding expertise are envisaged to be required to deliver the assignment:

### Senior Expert:

- Senior expert with experience in urban planning, urban economics, urban public service delivery or other related academic field relevant to the subject of the assignment
- Senior expert should have at least a Masters Degree and 7 years' experience in urban planning, urban economics, urban public service delivery or other related academic field relevant to the subject of the assignment

### Junior expert(s):

- Junior expert(s) with academic degree and at least 3 years demonstrated experience in the execution of similar assignments

## VII. CONTRACT TIMEFRAME

- All components, outputs and activities of the assignment should be completed by 31 January 2020.

## VIII. OBLIGATIONS OF THE CITIES ALLIANCE SECRETARIAT

- Provide key documents;
- Quality checks on all outputs;
- Provide timely information about the time and location of seminars, meetings and webinars.

## IX. OBLIGATIONS OF THE CONTRACTED ENTITY

- Provision of all material, data and images produced as part of the assignment;
- Inform the Secretariat in timely fashion of all contacts made with Cities Alliance constituents;
- Treat documents in a highly confidential manner;
- Not publish results or outputs without explicit permission from the Secretariat;
- Return all Cities Alliance documents used in the consultancy;
- Report on a timely basis any possible conflicts of interest.