

Terms of reference

Publication: Local Business Environment and Decentralised Cooperation

16/07/2018/v0 ts
DCI-NSA/2015/362-870

General background

PLATFORMA is the pan-European coalition of local and regional governments engaged in international cooperation for sustainable development.

PLATFORMA federates local and regional governments with their national, European and global associations, and is hosted by the Council of European Municipalities and Regions.

PLATFORMA is a hub of expertise on local and regional governments' international action, aiming to boost European local and regional governments' contribution to international sustainable development and EU Development policies.

Specific background (Tender context)

During recent years, donors and the internal community have been paying a growing attention to the business environment and investment climate of developing countries. The rationale behind this attention comes from the willingness to contribute to private sector development, as well economic development in general, to achieve development goals. In this context, enabling the development of the private sector and increasing the level of investments would require the improvement of the business environment. Some donors and international organisations have been particularly active in this field, notably the OECD, the World Bank and the European Union.

While those efforts are usually targeting the national level – through national policies, laws and regulations – a number of initiatives exist focusing on the local level's business environment (LBE). This evolution comes from the realisation that business environment related national reforms are not automatically implemented at the local level and do not automatically lead to improvement of business conditions at the local level. This is explained by the pursuit of decentralisation reforms, closer relations between local businesses and local governments, and difficulties to implement national reforms at the local level.

The focus on LBE is also linked to the Local Economic Development (LED) agenda which focuses on local and territorial development rather than national development. While LED has a wider focus compared to LBE, the two approaches have similarities and potential synergies.

Local and regional governments are key actors when it comes to local business environment. They face, particularly in partner countries, several constraints to play their role and engage in this international agenda. The publication will describe those constraints and showcase how decentralised cooperation can play a key role to overcome them.

General objectives

- Show that improving local business environment requires capacity development of local governments in partner countries and decentralisation reforms.
- Show the potential contribution of decentralised cooperation to increase the capacities of local governments to undertake business environment reforms and to advocate for decentralisation reforms.

Objectives of the assignment

PLATFORMA is looking for an external Contractor to draft the content of a representative publication based on the assignment outlined in these Terms of reference.

The publication shall:

- Describe the local business environment agenda, describing some existing initiatives and the role played by local and regional governments through examples from Africa, Asia (and Pacific) and Latin America.
- Clearly outline why local governments are important to improve the business environment at the local level.
- Identify needs in terms of capacities and skills for local governments to improve the business environment of their territories.
- Explain frequent legal and financial constraints and demonstrate the need to pursue decentralisation reforms (fiscal and administrative) to empower local governments to improve their local business environment through examples from Africa, Asia (and Pacific) and Latin America.
- Explore potential contributions of European local governments to the improvement of local business environment in partner countries through decentralised cooperation.
- Demonstrate that decentralised cooperation can be a useful tool to improve local business environment of partner countries.

Methodology

Research

Outline and Timeline. The Contractor will propose a comprehensive Outline of the future publication, along with a suggested Timeline of works, for comments and approval by the PLATFORMA Secretariat.

Interviews. After approval of the Outline and the Timeline, the Contractor will provide a proposal list and questionnaire for information and data-gathering interviews of PLATFORMA partners and other stakeholders, including business associations, European Union officials.

Desk research. In addition to the Interviews, the Contractor will gather additional source of information and data through Desk research focusing on the different elements presented in the objectives of the assignment.

First draft. Based on input from the Interviews and the Desk research, the Contractor will provide a first draft of the text of the publication, along with proposals for illustrative content.

Final draft. Based on the approved First draft, the Contractor will provide a Final draft of the publication.

Coordination

It is suggested that all interviews and coordination meetings be organised virtually through the Internet. In case physical meetings are judged necessary by the Secretariat, the costs of travel and accommodation shall be borne by PLATFORMA.

1st coordination meeting. The Contractor will meet the PLATFORMA Secretariat in order to discuss and approve (i) the Timeline, (ii) a proposal for Interviews, and (ii) a proposal for Desk research.

2nd coordination meeting. The Contractor will meet the PLATFORMA Secretariat in order to (i) present and discuss the proceedings of the Interviews, and the Desk research, as well as to (ii) discuss and approve a revised Outline of the publication based on the gathered information and data.

3rd coordination meeting. The Contractor will meet the PLATFORMA Secretariat in order to (i) discuss, fine-tune and approve the First draft of the publication.

Expected deliverables

1. **Timeline.** The Timeline will include final delivery dates by the Contractor of each deliverable listed in this section (1–7).

2. **Outline.** The Outline of the future publication will include: (i) principal sections and sub-sections of the publication along with a short description of the objective and content of each section, (ii) an estimated count of pages¹/words per section or sub-section.
3. **Interviews.** The proposal for Interviews should include (i) a short methodological description of the Interviews, including their objective; (ii) identification of at least five targeted partners, stakeholders or personalities to be interviewed, (iii) draft interview questions. Partners or stakeholders targeted by the Interviews shall include, among others, (i) current partners of PLATFORMA; (ii) selected European Union Delegations in partner countries; (iii) selected EU officials; (iv) selected representatives of business associations. PLATFORMA will propose suitable interview candidates. The Contractor will provide PLATFORMA with all input collected through the Interviews.
4. **Desk research.** The proposal for Desk research should include (i) a short methodological description of the Desk research, including its objective, and how it will supplement information gathered by the Interviews; (ii) identification of specific types or examples of information, documents, and data to be gathered. The Contractor will provide PLATFORMA with a list of documents or sources used for the publication.
5. **First draft.** The First draft of the publication shall be based on the information and data gathered through the Interviews, and the Desk research. In addition to plain text, it should be enriched with proposals for illustrative content, such as text frames (boxes), quotes, tables, graphs, infographics, etc. In addition, it will include an executive summary and recommendations towards local governments and EU institutions.
6. **Final draft.** The Final draft of the publication is the principal deliverable of the assignment. It will be considered delivered upon final approval by the PLATFORMA Secretariat.

Contractor profile

The Contractor should ideally

- have thorough knowledge and understanding of
 - Decentralised development cooperation
 - European development and international cooperation policy
 - Business environment initiatives
- have demonstrated experience in drafting publications, conducting research and/or redacting policy analysis;

Technical specifications

Language. All deliverables shall be provided in UK English. The Contractor shall be responsible for correct language and grammar. Documents with apparent mistakes in spelling, grammar, or style shall be rejected.

Style. The publication shall be drafted in a modern, fresh and light reading style, avoiding complicated or very technical terms, if possible. All used acronyms shall be explained in footnotes or in a separate section. The text shall adhere to the reference style published in the European Union *Interinstitutional style guide*².

Format. All deliverables shall be delivered electronically, by electronic mail or as downloadable documents (links). All files shall be delivered in the Microsoft Office file format (Office Open XML), OASIS file format (OpenDocument), or any other open format for storage and transmission of digital data. Pictures, infographics or drawings shall be sent in original format and size (not only copy-pasted in a text document).

1 At ~450 words per page.

2 [Interinstitutional style guide](#). European Union (2011 and subsequent updates)

Intellectual property and data protection. The Contractor shall ensure the compliance of all deliverables, or their constituent parts, with applicable intellectual property legislation and personal data protection legislation. Full copyrights of pictures or illustrations should be provided to the client. All original contribution by the Contractor, as well as the final publication, shall be released under the *Creative Commons Attribution-Non Commercial-Share Alike 4.0 International License*³.

Volume. The final publication after layout shall not exceed 24 pages of content, plus 4 pages of cover, with the paper size according to the ISO 2016 A4 specification. PLATFORMA may shorten, amend, or modify the Final draft in order to meet the required text volume for layout of the publication, in one or in several languages.

Administrative information

Meetings. In case of coordination meetings take place with the Contractor, they shall be held at the offices of PLATFORMA (Square de Meeûs 1, 1000 Brussels) or any other agreed location. Eventual cost of travel, accommodation or other expenses by the Contractor shall be included in the final and total bid price.

Deadlines. The Final draft shall be delivered by the Contractor no later than on **Friday 30 November 2018 COB**.

Contractor selection process

Bids. Interested bidders are invited to submit the following documentation:

1. a **cover letter** including
 - a. an explanation of the bidder's approach to the assignment,
 - b. a first proposal for the Outline of the publication,
 - c. a final price proposal including all fees, expenses, charges, taxes, fees or any other costs and expenses,
 - d. timeline of work
2. a **curriculum vitae** demonstrating the bidder's background and experience relevant for the assignment;
3. a **list of publications** authored or co-authored by the bidder(s);

Deadlines. Interested bidders shall submit their bids no later than on **Friday 24 August 2018 COB** by electronic mail to the Contact person.

Contact person. The bids, and any other communication related to the tender, shall be sent to Ms. Céline Bloch, Administrative Assistant (platforma@ccre-cemr.org).

Communication. An automated or manual confirmation shall be sent to bidders upon the receipt of the bid submission. After the selection process, all bidders shall be notified about the outcome of the selection process.



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