



TERMS OF REFERENCE FOR SERVICE CONTRACTING

Assignment: Elaboration of a case study on localising the Global Gateway strategy in Mozambique, adopting a territorial and 6 core principles approach.

Location: Mozambique (with a specific focus on the Inhambane province)

Duration: 5 months

Estimate start date: Preferably 22 January 2026

Estimate end date: 30 June 2026

Reporting to: Directorate general of Development Cooperation- Department of European Union and Foreign Action (Government of Catalonia) on behalf of PLATFORMA-CEMR.

1. Background information and project description

[PLATFORMA](#) brings together national, European and international associations of local and regional governments (LRGs) as well as individual local and regional governments active in development cooperation and coordinates the voice of European local and regional governments in the field of development. PLATFORMA is co-funded by the European Union and managed by the Council of European Municipalities and Regions (CEMR).

The mission of PLATFORMA is to coordinate the voices of all the members gathered in the network and mobilise local and regional governments and their representative associations with the aim to influence, contribute and help implement, monitor and evaluate the European Union development policy and the global/international development agenda with a focus on sustainable local public policies, as well as upgrade cooperation practices under an innovative perspective; whilst promoting its values, in particular gender equality.

PLATFORMA is currently implementing in Consortium the following European Commission's (EC) grant "Empowering local and regional governments for effective development outcomes in EU partner countries", the objective of which is to enhance engagement and mobilisation of EU local and regional governments and their associations in support of EU development policy and global development agenda through decentralised cooperation.

The Government of Catalonia is a partner of this Consortium with allocated budget to implement several activities. The objective of this service contracting is one of the three activities that the Government of Catalonia is committed to develop in the framework of the abovementioned EC grant.

Law 26/2001, of 31 December, on Development Cooperation, unanimously approved by the Parliament of Catalonia in December 2001, establishes and regulates the activity of the Government of Catalonia in the field of development cooperation and international solidarity, understood as global public goods in the achievement of which Catalan society has committed





itself. The policy and activities in the field of development cooperation promoted by the Government of Catalonia are planned through two essential instruments: the Master Plan for Development Cooperation and the successive annual plans.

The Master Plan for Development Cooperation 2023-2026 established Mozambique as one of the priority countries of the development cooperation policy of the Government of Catalonia.

Along the years the Government of Catalonia has established close and fruitful collaboration with the Inhambane province and other national, regional and local structures.

The Governments of Inhambane and the Government of Catalonia have developed a close and comprehensive partnership at the political, institutional, and operational levels. Both sides have held high-level meetings led by the Minister of European Union and Foreign Action of Catalonia and the Governor of Inhambane. They are jointly implementing several programmes, mainly funded by the Catalan Agency for Development Cooperation (ACCD) and the European Commission.

This collaboration has also facilitated the establishment of relations with the EU Delegation in Mozambique, which presented the Global Gateway Initiative during a conference held in Inhambane in June 2025. Moreover, both governments have jointly participated in various European forums and conferences, among other international engagements.

At a programmatic level, the partnership has led to the implementation of initiatives in areas such as territorial planning, public service delivery, and strengthening subnational governance (provincial, municipal, and district levels). The experience gained through these programmes is also contributing to the ongoing discussion on Mozambique's decentralization process, initiated in 2019. The Catalan Development Agency is an active member of Mozambique's Decentralization Working Group and collaborates with international partners such as GIZ and UN-Habitat, among others.

Equally significant is the long-term presence and engagement of Catalan actors — including NGOs and universities — that have established strong partnerships with Mozambican civil society organizations and academic institutions. Their collaboration focuses on key areas such as women's rights and climate resilience.

It is also important to highlight the leading role of the Government of Catalonia within the European Union in advocating for the relevance of subnational and regional governments in the successful implementation of the Global Gateway Strategy. The Government of Catalonia will actively participate in the Forum "Cities and Regions for International Partnerships – Localising Global Gateway", scheduled to take place from 8 to 10 December 2025, with the possibility of the Government of Inhambane also taking part.



2. Objective of the service

One of the lines of work being developed by PLATFORMA and the Government of Catalonia within the framework of the above-mentioned Consortium is the localization of the Global Gateway, with advocacy actions targeting European institutions and project proposals.

Since 2021, the European Union (EU) has introduced the Global Gateway (GG) strategy, an external policy framework that aims at moving beyond traditional aid relationships towards mutually beneficial partnerships with partner countries and organisations in the Global South. This strategy prioritises areas such as infrastructure, green and digital transitions, education and research, and health, integrating economic, social, environmental, and governance dimensions into large-scale multistakeholder projects aligned with sustainable development goals through 6 core principles. Under the GG strategy, the aim of the EU has been to translate mutually beneficial partnerships in practice through projects and initiatives, moving from (traditional) aid to more strategic partnership.

Local authorities play a crucial role in the success of infrastructure related projects, as their involvement ensures investments are well-targeted, effectively implemented, and aligned with local development priorities. The inclusion of Local Authorities (LAs) in the EU's Global Gateway strategy has been limited so far, despite their crucial role in territorial development.

Within this context and ahead of the Conference to be held in Maputo in June 2026 dealing with the localization of the Global Gateway in Mozambique, the Government of Catalonia in the framework of PLATFORMA launches a service contract **to elaborate a case study on localising the Global Gateway strategy in Mozambique, adopting a territorial approach, in line with Global Gateway's core principles.**

3. Expected deliverables

It is expected that the work will result into a document written both **in English and in Portuguese** with 50 pages (excluding annexes) to be submitted to the Directorate general for Development cooperation and PLATFORMA-CEMR **no later than 30 June 2026.**

The document should include:

- Identification of investment opportunities aligned with national and regional priorities, as well as with the Global Gateway's key sectors of action, with a particular focus in the province of Inhambane.
- Identification of the added value that a territorial approach would bring, and an analysis of the risks associated with not adopting a territorial approach in these specific cases.
- Mapping of relevant actors and agendas that should be involved to apply this territorial approach, along with potential working mechanisms that could be implemented.
- Assessment of the impacts that this territorial approach could have, in line with Global Gateway's core principles, including gender, social, environmental, and governance dimensions.

The abovementioned document should offer insights (based on evidence), informing the development of Global Gateway for the Government of Mozambique, the European Union Delegation in Mozambique and the Government of Catalonia.

This study being co-funded by the European Union, the abovementioned document should respect [DG INTPA Guidance for External Actions](#) (July 2022), especially points 2. EU visibility and 4. Legal and contractual.

4. Indicative timeline

Deadline to submit applications	5 January 2026
Notification of selection	19 January 2026
Starting date	Preferably 22 January 2026
Monitoring	Bi-monthly monitoring meetings with one intermediary steering group meeting in March 2026
Monitoring	Bi-monthly monitoring meetings
Estimated end date	30 June 2026

The submission of the final outcome is expected by 30 June 2026 to be sent to application.platforma@ccre-cemr.org and leticiabarrios@gencat.cat.

5. Financial offer

The cost of service in offers must be set **within a maximum of €24.000** (including all fees, travel expenses, per diem expenses, charges, and including all and any other expense incurred by the Service Provider in the course of the service provision). Please note that no additional costs will be covered by the Government of Catalonia nor CEMR-PLATFORMA.

6. Tender procedure, qualifications and selection

The tender procedure is open on equal terms to all tenderers effectively established in an EU Member State or a country, territory or region mentioned as eligible in [Annex A2a1 to the practical guide on contract procedures for European Union external action \(PRAG\) 2021.1](#).

Minimum Qualifications of the Contractor should include:

Qualifications	• Degree in social sciences (Political science, International Relations, Law or similar) • Master's Degree in International Cooperation or similar
Professional experience	• At least 5 years of proven experience in similar roles
Other competences	• Deep knowledge of the European Union institutions, especially the European Commission

	• Good knowledge of the Global Gateway strategy • Proven knowledge of the Mozambican political and social context • Proficiency in Portuguese and English, both written and spoken • Ability to travel within Mozambique
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A selection committee will review all received offers and choose a service provider.

The main criteria for awarding would be the price, the evidence provided to carry out the work under this contract and the content of the offers.

Criteria for assessment:

Price	10 pts
Relevance of the qualifications, professional experience and other competences (please see requirements above)	5 pts
Relevance of the proposed offer	5 pts

7. Proposal submission

Offerors must send the following documents.

- Completed CV
- A short cover letter (in English) setting out: a statement of how the applicant meets the qualifications and experience requirements.
- A short document stating the methodology to follow to deliver the outcome

The proposal should be sent via email to application.platforma@ccre-cemr.org and leticiabarrios@gencat.cat no later than **05 January 2026** clearly stating the title of consultancy applied for.