CALL FOR PROPOSALS

Proposals due by 5pm on Friday 15 March 2013

RAPID ORGANISATIONAL IMPACT ASSESSMENT

February 2013

Introduction

Urban LandMark is a policy think tank and change agent which has been funded by UKaid over the last seven years.

Our mandate has been to make urban land markets work better for poor people living in southern Africa.

The purpose of the programme has been to improve the chances that "urban land markets and governance systems support improved access to urban land for the poor".

Urban LandMark is now in the final year of its current phase of funding from DFID SA, which ends in March 2013.

In support of a Project Completion Review, we would like to commission a rapid, independent assessment which *ascertains and documents* some of the impacts of the programme which have materialised over the last two years. This is referred to as a rapid Organisational Impact Assessment (OIA) in this call for proposals.

Building on a previous impact assessment (which ran until December 2010), we need to measure the (real and potential) impact and influence of our more recent programme activities.

For the last two years, the programme has pursued three key outputs:

- Output 1 : Generate credible research and information on the operation of urban land markets and governance systems which inform new policy thinking on how together these might work better for the poor;
- Output 2 : Engage diverse players, including the state, the private sector and civil society, to deepen common understandings and to develop pragmatic approaches to making urban land markets and governance systems work better for the poor;
- Output 3 : Change processes in key theme areas - markets, governance, people and place catalysed.

A fourth output has been introduced for the final year of core funding:

- Output 4 : Graded reduction in DFID core funding to Urban LandMark programme, which includes generating project proposals for alternative funding and investment in legacy projects.

While this OIA does not include an assessment of whether the programme has been successful in achieving this output, the Service Provider needs to take into account that recent actions have been undertaken within this context of moving from a fully funded organisation by one predominant donor organisation, to one which will build off a broader funding base and be organised on a different business model.

Governing Arrangements

Urban LandMark currently falls under FinMark Trust as a legal entity. The Trust has a Board which sets procurement and corporate policy. In content terms, Urban LandMark is guided by its own Programme Advisory Committee, which comments on projects and direction, and a Programme Management Committee which reviews finances and programme activities, and is equivalent to a Board. DFID SA and FinMark are represented on the Programme Management Committee.

Examples of activities to be assessed

Over the last year, specific sets of activities have been prioritised to achieve the three main outputs listed above, and to advance as much as possible within the remaining funding timeframe.

The following are some examples of activity clusters that the programme has invested in, and which should be assessed for impact[1]:

- investigations and co-funded support which led to the drafting of the Spatial Planning and Land Use Management Bill;
- writing and dissemination of the book, "Managing Urban Land: A guide for Municipal Practitioners";
- investigation and campaign (with FinMark Trust) on title deed delays in RDP housing projects;
- implementation of the Land Governance Assessment Framework for South Africa, co-funded with the World Bank;
- the development of an Urban Legal Guide for Africa, with UN Habitat;
- implementation of the incremental tenure approach through the establishment of a Tenure Security Facility for Southern Africa with Cities Alliance;
- participation in the SA National Upgrading Support Programme activities and influence on their positions and approach;
- investigations and then advocacy around township retail investments by the private sector;
- investigations and advocacy programme around value capture around transport nodes;

[1] This list is not exhaustive, and more activity areas would be added in discussion.

- small grant investments by the programme, including grants to the Affordable Land and Housing Data Centre, the landFIRST network of NGOs and CBOs, the Urban Africa web platform (http://urbanafrica.net/), etc.

Assessment of impacts in these areas should be documented as narratives which trace the history of investment and their effects over the time span of each activity cluster (refer previous OIA).

Then, in more general terms, we need to assess the impact of:

- the ongoing development and dissemination of learning materials based on the research work;
- the organisation's website (www.urbanlandmark.org) – detailed expert analysis of website usage over the last two years is required;
- conferences and events organised by Urban LandMark;
- publishing and dissemination of materials in journals, newspapers, etc.
- the effectiveness of partnerships with other organisations, for example:
    - UN Habitat and the Global Land Tools Network;
    - Cities Alliance;
    - World Bank and the World Bank Institute;
    - The SA National Planning Commission and Presidency;
    - The national departments of Human Settlements, Finance, Rural Development, Cooperative Governance and Traditional Affairs,
    - Municipalities in SA and in the region (Mozambique, Angola, Malawi, Lesotho, Zimbabwe, etc.);
    - housing and land institutions, mainly state-owned enterprises;
    - Universities;
    - SA Property Owners Association, etc.

If more background on these activity clusters are needed, our website contains references to most of this work and we can supply more detail on request.

Objectives

As we move towards phase 2 of the programme, and continue to position with a wider set of donors, we need to measure and demonstrate the impact that has been achieved in the past two years (i.e. since January 2011 until the present).

What Urban LandMark wants from this Organisational Impact Assessment is to gauge evidence of impact in each of its thematic areas, within the activity areas outlined above.

The assessment should determine whether the activities undertaken by Urban LandMark over the last two years have been timely, adequate and appropriate in terms of achieving the planned impacts. The service provider should identify what <u>evidence</u> exists for this impact, and whether the impacts are attributable to the donor investment in the programme, and whether it has added value by being there (i.e. additionality).

To identify and comment on lessons learned in three key areas:

- **Working with Partners:** The extent to which Urban LandMark has played a catalytic and facilitative role across a range of stakeholder interests, and lessons learned from its interventions and engagement in the urban land sector;
- **Best Practice / Innovation:** The extent to which Urban LandMark has been successful or not in its approach to improving market systems or making markets work ("M4P") within the southern African context in terms of promoting access to land for the urban poor, through interventions at either the institutional, organisational or support levels; and,
- **Programme Management:** Lessons learned around the institutional and governance arrangements for managing the Programme, specifically focusing on whether the programme design and the current institutional arrangements are best suited to achieving the programme outputs and impacts.
- **Recommendations:** In addition to the above, the OIA should provide comment and make recommendations on how results and impacts could be improved during the next phase, taking into account the new arrangements for the programme going forwards.

Scope

The scope of the work is as follows.

Measure the external impact of the Programme since January 2011 until the present (March 2013), in southern Africa, on decision makers and globally in the sector, both across and within the theme areas:

- Market
- Tenure
- Governance
- Knowledge promotion

Applicants need to propose a methodology on how they will measure impact achieved in the different thematic areas, and more specifically how impact will be measured with specific reference to the objectives mentioned.

A multi-disciplinary team would be preferable in that specialists media impact analysis is required alongside policy and practice impact.

Documents which are available on request to aid in the preparation for this call, include:

- The previous Organisational Impact Assessment report;
- The programme logframe.

Key documentation and outputs related to the programme will be supplied to the successful service provider, and include:

- Urban LandMark's operational documentation, including: policy documents and strategies, procedures, and other relevant documents;

- Urban LandMark outputs: project research reports, annual reports, previous review aide memoirs, articles;
- Urban LandMark's business case and workplans;
- Urban LandMark media: Urban LandMark website, media policy and strategy and any other media related documentation; and,
- Relevant documentation on urban land markets in the SADC region.

Timing

The Organisational Impact Assessment will take place during March and April 2013 over a four week period. The final report is to be submitted to Urban LandMark on or before 30 April 2013.

Deliverables

The Service Provider will need to produce:

- A project workplan indicating the timelines and deliverables, and a final methodology to be submitted to Urban LandMark prior to the signing of the contract;
- A draft report submitted for comment to Urban LandMark one week before the end of the work;
- A Final Report of no more than 50 pages of the findings, lessons learnt and recommendations submitted to Urban LandMark; and,
- A presentation on the Final Report made to Urban LandMark within a week of submitting the Final Report.

Basis of Award

Urban LandMark will award the contract based on:

- Appropriateness and quality of response to this call as expressed in the proposal, including proposed methodology (40%);
- Relevant, demonstrated competence of organisation/s and individuals to undertake this work (30%);
- Affirmative action scorecard: ownership, management, staff development (10%); and,
- Cost breakdown, professional fees (20%).

Urban LandMark reserves the right to ask individuals, organisations or consortia making proposals for best and final offers should this be deemed necessary. Urban LandMark also reserves the right not to make any appointment.

Management and Reporting

The service provider will work in close collaboration with Urban LandMark in the development of the report. The service provider will work under the overall guidance of Mark Napier of Urban LandMark. Final approval of the product for the purposes of payment will be at the discretion of Urban LandMark.

Submission of Proposals

Interested parties should submit proposals to Mark Napier at Urban LandMark (mark@urbanlandmark.org.za cc: lerato@urbanlandmark.org.za or by fax to +27 (0)12 342 7639 by close of business (5pm) on **Friday 15 March 2013**.

Each proposal should contain a draft project plan, as well as the CV(s) of the consultant(s) who will do the work, their BEE status, a valid Tax Clearance Certificate as well as complete price quotation. The budget amount for this work is R250,000 including VAT and all anticipated disbursements.

Evidence of successfully completed similar projects will be very important. A consortium may submit a proposal for the work.

Any queries should be directed to Mark Napier (mark@urbanlandmark.org.za), tel: +27 (0)12 342 7636.