

Urban LandMark

CALL FOR PROPOSALS

ORGANISATIONAL IMPACT ASSESSMENT (OIA)

Introduction

Urban LandMark is an evidence based policy change agent, funded by DFID southern Africa.

Our mandate is to make urban land markets work better for the poor. We have been operating since May 2006, and have had one funding extension from DFID. Urban LandMark is now in its final year of its current phase of funding from DFID SA, with the current programme finishing at the end of March 2011.

Urban LandMark has taken the initiative and drafted a regional concept note that aligns with the new regional directions of DFID southern Africa. It further expands our responses to the challenges of rapid urbanisation in the region and what kinds of activities might be initiated so that Urban LandMark could go into a phase of redesign for the post-March 2011 period.

In the current year, Urban LandMark will shift its focus to establish our knowledge of, and presence in, the region in line with DFID's regional emphasis. This is with a view to assessing the viability of working regionally, and identifying the most effective mode of operation. Another likely shift will be a broadening of focus to include matters of climate change, urban efficiency and land conflict in fragile states, as they affect access to land and the performance of urban land markets in African cities.

Urban LandMark's vision is 'to *continue* to be the preferred pro-poor, urban land markets agency in South Africa, and to *become* the preferred agency for addressing urban land issues in the region'. To better contextualise the above we need to ascertain the impact and influence our outputs as a programme have had thus far.

Urban LandMark currently falls under FinMark Trust as a legal entity. The Trust has a Board which sets procurement and corporate policy. Practically, 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.

Objectives

As we move forward to position with a wider set of donors, and with a possibly broadened mandate from DFID, we need to demonstrate and measure the impact that has already been achieved in the past four years.

What Urban LandMark wants from this Organisational Impact Assessment is to gauge evidence of impact in each of its thematic areas, and in relation to the programme logframe.

In light of the above the OIA has as its main objectives:

To assess the overall impacts that the existence of the programme itself has had on achieving the programme goal and purpose as per the programme logframe:

- Poor people in urban areas have secure access to well located land;
- Urban land markets and governance systems support improved access to urban land for the poor.

To assess the specific impacts of the programme to date against the logframe outputs, including:

- Determining whether the activities undertaken by Urban LandMark to date have been timely, adequate and appropriate in terms of achieving the planned impacts, and what evidence exists for this impact being as a result of the donor investment in the programme. This would relate to the programme's areas of performance, namely:
 - Generating 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;
 - Engaging 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; and,
 - Evidence that Urban Land Mark's work has catalysed change in processes relating to their theme areas; markets, governance and tenure.

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

1. **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;
2. **Best Practice / Innovation:** The extent to which Urban LandMark has been successful or not in its approach to making markets work ("M4P") within the South African context in terms of promoting access to land for the urban poor, through interventions at either the institutional, organisational or support levels; and,
3. **Programme Management:** Lessons learned around the institutional and governance arrangements for managing the Programme, specifically focusing on whether the current institutional arrangements are best suited to achieving the programme outputs and impacts.

To reflect on the historical, political and institutional context of the programme and implications on the impact of the programme to date and in a post March 2011 redesign process.

- In addition to the above, the OIA should provide comment and make recommendations on the future strategic direction of Urban LandMark, specifically focusing on the likelihood of a programme redesign (2nd Phase) and the programmes expansion into the southern Africa region.

Scope

The scope of the work is as follows:

1. Measure the external impact of the Programme since May 2006 until the present, in South Africa as a whole, on the poor, on decision makers and globally in the sector, both across and within the theme areas:
 - Market
 - Tenure
 - Regionalisation
 - Governance
 - Cross cutting initiatives (partnerships with World Bank, UN Habitat etc.)

Potential Service Providers 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 as mentioned in the Objectives section.

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

- The original programme proposal to DFID;
- The original and the latest programme logframes;

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 draft strategy 2010;
- Urban LandMark's Business Plan for 2010/11;
- 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 August/September 2010 over a four week period. The final report is to be submitted to Urban LandMark on or before 17 September 2010.

Deliverables

The Service Provider will produce:

1. 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;
2. A draft report of submitted for comment to Urban LandMark by the 30 August 2010;
3. A Final Report of no more than 50 pages of the findings, lessons learnt and recommendations submitted to Urban LandMark by the 17 September 2010; and,
4. A presentation on the Final Report made to Urban Land Mark 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.

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 by 12 noon 30th July 2010.

Each proposal must 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.

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

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