SOLICITATION TYPE:	Sources Sought Notice
PROGRAM NAME:	E3/Land and Urban, Communications, Evidence and Learning (CEL) Project
SOLICITATION NO.:	SOL-OAA-17-000062
ISSUANCE DATE:	Thursday, August 17, 2017
DUE DATE:	Friday, September 1, 2017

TO: SMALL BUSINESS INTERESTED PARTIES

This is a Sources Sought Notice (SSN) to identify Small Businesses that are interested and capable of performing on a E3/Land and Urban, Communications, Evidence and Learning (CEL) Project. The U.S Agency for International Development (USAID), Bureau for Economic Growth, Education, and Environment (E3), Office of Land and Urban (LU) is issuing this Sources Sought Notice which is intended to:

- Conduct market research to gauge the interest and capabilities of small business concerns to provide services as described in the draft Statement of Work (SOW) titled "E3/Land and Urban, Communications, Evidence and Learning (CEL)" project;
- Solicit and obtain input, advice, knowledge, and best practices from organizations interested in participating in USAID's evaluations, research, communications, knowledge management, training, and technical assistance within the land tenure, resource governance, and sustainable urbanization sectors.

General Instructions:

Please organize responses in the following format and provide the information requested below.

1. **Indicate your applicable Small Business Category(s)** (select from below). Note this information is considered procurement sensitive and will not be shared with the public. Only the USAID acquisition planning team will have access to responses and information gathered from this Notice.

    □ 8(a)
    □ HUBZone   Historically Underutilized Business Zones
    □ WOSB   Women Owned Small Business
    □ EDWOSB   Economically Disadvantaged Women Owned Small Business
    □ SDVOSB   Service Disabled Veteran Owned Small Business
    □ VOSB   Veteran Owned Small Business
    □ SDB   Small Disadvantaged Business
    □ SB   Small Business

2. **Federal Supply Schedules, GWACs, IDIQs (USAID or GSA)** – Indicate if your organization is on a Federal Supply Schedule, GWAC or IDIQ, e.g., Professional Services Schedule (PSS), OASIS, etc.

3. **Organizational Capabilities relative to the draft SOW** – Please provide your relevant organizational capabilities relative to the draft SOW/illustrative tasks as outlined under both program components in **Attachment 1**.

    Respondents may include organizational information such as: past experience working in any of the noted technical areas; core capabilities; experience working with other stakeholders; or other information relevant to an organization's ability to successfully perform the tasks outlined in this Notice.

4. **Technical feedback on the draft SOW** - Include information on other potential activities or successful approaches and provide responses to USAID's noted technical questions in **Attachment 2**.

Submission Instructions/Response Format:
Please provide one (1) electronic copy of your response in Microsoft Word format as a single email attachment to hmarshall@usaid.gov and lmarko@usaid.gov. Please number pages consecutively beginning with Page 1.

To be of most help, use the following response format guidelines; Responses should not exceed ten (10) pages (not including cover page) total typed, 12-point Times New Roman font, single-spaced with one inch margins on the electronic equivalent of 8.5 x 11 inch paper.

Suggested page count:

- Cover page to include the organization name, address, contact information, business type, date, DUNS, and solicitation number
- Two to three (2-3) pages to present organizational capabilities
- Four (4) pages to provide responses the technical questions and/or provide feedback on the draft SOW,
- One to three (1-3) pages to respond to USAID's Office of Acquisition and Assistance (OAA) questions and/or questions to USAID and to provide statement of level of interest in responding to any future requirement.

Responses to this notice are NOT considered offers and CANNOT be accepted by the Government to form a binding contract. Therefore, USAID is not seeking technical or cost proposals at this time. Please do not submit a full proposal as these will not be reviewed and will be discarded.

Responses to this Notice are strictly voluntary and USAID will NOT reimburse respondents for the preparation of information submitted in response to this Notice. Submissions in response to this Notice will NOT be returned and respondents will NOT be notified of the results of the review. Respondents may however receive a confirmation of receipt of the response.

By responding to this Notice, there will be no advantage to any entity in any subsequent procurement. This Notice does NOT restrict the Government's acquisition approach on a future solicitation.

USAID appreciates any feedback provided. Thank you for your time and interest in USAID's activities.

Sincerely,

Sharon M. Baker
Contracting Officer, M/OAA/E3

NOTICE: THIS IS A SOURCES SOUGHT NOTICE ONLY. The Notice is solely issued to gather information for planning purposes as an attempt to identify capabilities of potential contractors and to gain feedback on the draft SOW. Therefore respondents are advised that any information submitted may be used to inform the development of the anticipated SOW. This Notice is NOT a Request for Proposal (RFP), a Request for Quotation (RFQ), an Invitation for Bids (IFB), a solicitation, or an indication that USAID will contract for the requirement contained in this Notice.

ATTACHMENT 1 – DRAFT STATEMENT OF WORK (SOW)

E3/Land and Urban, Communications, Evidence and Learning (CEL) Project

Section C – Statement of Work

OBJECTIVE

The objective of the Communications, Evidence, and Learning (CEL) project is to create, expand, disseminate, and support the application of evidence-based knowledge in two separate fields:

1. Land tenure, property rights, and resource governance
2. Urban development, urban-based programming, and sustainable cities

Project activities, results, and learnings within each sector will inform USAID and U.S. Government (USG) program design and implementation, monitoring and evaluation, policy discussions and decisions, institutional capacity development within the USG and our partners, and decision-making to maximize the effectiveness of limited development resources to accomplish key USG security and development objectives abroad.

These development objectives include:
- mitigating and managing conflict;
- improving business and investment enabling environments,
- fostering economic growth, and reducing poverty;
- promoting resilience to disasters and economic shocks;
- reducing risk associated with weather variability;
- improving women's economic empowerment and increasing gender equality;
- improving natural resource management; strengthening land use planning,
- food security, and nutrition;
- improving the coordinated delivery of critical urban services, such as water, sanitation, energy, health, education, transportation, waste management, safety, and security and;
- strengthening local governance and resiliency planning.

BACKGROUND

USAID's Land and Urban (LU) Office within the Bureau for Economic Growth, Education, and Environment (E3) provides technical assistance to USAID's bureaus, operating units, and missions and the USG interagency across a wide range of cross-cutting technical areas. The LU Office has two distinct technical portfolios:

1) land tenure, property rights, and resource governance; and
2) urban development, urban-based programming, and sustainable cities.

The LU office also provides geospatial analysis support to USAID missions and units to test new technology and to create, integrate and analyze cross-sectoral evidence. While there are overlaps between LU's land portfolio and its urban portfolio, the two technical sectors and teams often cover separate issues and work independently of each other. For the purposes of LU's operations and the CEL project, the two technical sectors can be defined as follows:

1) "Land" refers to the full spectrum of land tenure, property rights, and resource governance issues, programs, and activities—for example: mapping, demarcation, registration, certification, customary rights recognition, land dispute resolution, resource tenure and management, land valuation and taxation, land administration, information systems and technology, responsible land-based

       investment, land use management, judicial and legislative reform, social-safeguards, and land restitution—regardless of geography: in rural, peri-urban, or urban areas.

2) "Urban" refers to the full spectrum of development programs and issues in and related to urban spaces, regardless of sector: health, infrastructure, economic growth, water, governance, security, resilience, etc. Note that urban spaces span a wide range of sizes and forms, such as central cities, peri-urban areas, secondary cities, and market towns, and are dynamic and complex systems often interconnected with each other and with rural areas.

Land

Land and the systems that govern land, resources, and property rights are central to many of the most pressing development issues. Land is the most critical economic resource for the vast majority of the rural poor who depend on agriculture for their livelihoods. For the urban poor, land rights are often a prerequisite for gaining access to urban services. Yet an estimated 70 percent of land in developing countries is unregistered or undocumented.

A growing body of empirical evidence[1] demonstrates how clear, secure land tenure and property rights positively impact a number of key development objectives, such as economic growth through household investment and agricultural productivity, food security and nutrition, more robust rental markets for farmland, and women's empowerment. Effective governance systems create positive incentives that enable more efficient and effective investment in land, labor, capital, and improved agricultural practices. Further, more secure land and property rights create opportunities for rights holders to negotiate voluntary transfers of valuable resources for their economic gain.

Women's land rights are particularly important for improving a variety of development outcomes, as women's ownership and control over land can affect what households produce and how the proceeds from agricultural production are allocated within the family. Yet, throughout many developing countries women have less access, control, and ownership of this key asset, and their land rights are less secure. Such barriers often limit women's economic opportunities and leave them more vulnerable to poverty, hunger, gender-based violence, and displacement.

Land is often at the center of violent conflicts, given its critical position as a source of identity, wealth, and power. Underlying conflict dynamics, such as increasing demand for land for agriculture or urban expansion or large-scale displacement due to natural disasters, weather variability, or climate risks, can be exacerbated by poor land governance. Addressing weaknesses in land governance systems can help prevent, mitigate, and resolve such conflicts. In turn, this can yield significant development and humanitarian benefits. Conversely, the failure to address land issues may prolong or intensify conflicts and their costs.

Over the past decade there has been a substantial increase in the acquisition of land in developing countries for agriculture and other commercial activities. When investors, including U.S. businesses, acquire rights to use or own land in these environments, it can carry substantial risks. Unclear, undocumented or overlapping claims to land, lack of transparency, and the potential for land-based conflict can undermine investment projects and threaten the rights and livelihoods of local communities. In response to requests from the U.S. business community, USAID has and will continue to work with our partners in the private sector, civil society, and the donor community to develop and test practical guidance on best practices for making land-based investments more inclusive, responsible, and sustainable.

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[1] https://www.land-links.org/wp-content/uploads/2016/11/USAID_Land_Tenure_Food_Security_Fact_Sheet.pdf; https://www.land-links.org/wp-content/uploads/2016/11/USAID_Land_Tenure_Women_Land_Rights_Fact_Sheet.pdf

Secure land tenure and resource rights are key drivers of biodiversity and sustainable natural resource management. Where these rights are poorly defined and/or poorly enforced, natural resources and ecosystems can be quickly degraded because incentives to protect resources are weak or absent. This insecurity can lead to overgrazing of pastureland, poaching of wildlife, deforestation, ineffective watershed management, and poorly planned extractive industry investments, among other outcomes. Degradation and misuse of resources limit prospects for long-run economic growth and the diversified livelihood options that come from more effective natural resource management, particularly in the tourism sector and in fisheries and forestry.

Given the foundational importance of land tenure, property rights, and resource governance to a variety of USAID development objectives, it is essential to continue to improve the Agency's capacity to understand and address these issues through evidence-based knowledge and improved programming and policies.

Urban

Rapid urbanization in the developing world is an urgent development priority as cities' populations and spatial coverage are growing faster than the ability of national and local governments to plan, build for, and manage these changes. The urban poor suffer from lack of secure tenure, civic representation, and basic services, which can cause dissatisfaction, instability, and vulnerability; hence, threatening the overall prosperity and viability of cities and ultimately a country's path to sustainable, self-managed development. Addressing these challenges in complex urban systems requires integrated and innovative approaches. It is nearly impossible to separate threats to human security and well-being (e.g. crime, violent extremism) from gender inequality, economic development, food systems, service delivery, governance, and environmental issues.

Preparing for the growth of cities and equipping them with the capacity they need to manage this growth will help foster the sustainable provision of key services such as: water, sanitation, electricity, affordable housing, public health, education, and workforce development. Urbanization also has implications for economic development, employment generation, youth and female empowerment, municipal finance, private capital leveraging, sustainable food systems, and the ability to manage weather and climate related risks.

Further, there is an increasing recognition of the importance of strong urban-rural linkages. Urban areas and their surrounding rural lands depend on one another for sustained growth. Cities, especially secondary cities and towns, provide a market for rural goods and a source of remittances to rural areas. In this sense, urban growth supports rural incomes and livelihoods. Urban areas also rely on rural landscapes such as watersheds, the management of which is critical for sustaining rural livelihoods and urban drinking water supplies. Capitalizing on these relationships can harness the potential of growth of cities and can improve development outcomes in both rural and urban areas.

When USAID was founded in 1961, roughly 34 percent of the world's population lived in urban areas, but by 2030, that figure will rise to more than 60 percent[2]. As cities and towns become home to more than 1.4 billion additional people in the next 15 years, nearly all of this growth will take place within the developing world. As such, it is essential to continue to improve USAID's capacity to understand these issues through evidence-based knowledge and improved programming and policies.

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[2] https://urban-links.org/resources/urban-development-timeline/

USAID's E3 Land and Urban (LU) Office

The LU Office's core development objectives are:

1) Improve land and resources governance and strengthen property rights for all members of society in developing countries, especially women; and,
2) Enhance resilient urban systems and the well-being of urban poor.

LU primarily works to build evidence-based knowledge, test innovative models, and disseminate best practices to USAID missions and other operating units working in the land sector and within the urban space, while enhancing USAID's and the USG's capacity to address land and urban challenges and improve the outcomes of and return on investment from programming and policies. LU also supports USAID's and the USG's efforts to develop and implement key international agreements, such as the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security[3]; the Principles for Responsible Investment in Agriculture and Food System[4]s; the New Urban Agenda[5]; the 2030 Agenda for Sustainable Developments[6]; and the Addis Ababa Action Agenda[7].

LU will continue to support USAID's efforts to make policy, programmatic, and other investment decisions based on empirically sound evidence, return on investment analyses, and best practices. Basing decisions on empirical evidence helps ensure that limited resources are put to the best use given many competing demands. Using relevant data and information to inform decision-making also ensures that actions are fit for purpose and grounded in local knowledge. Ensuring investments are financially and socially sound and based on analytical rigor will ensure the highest and most sustainable returns on USAID inputs. In addition, basing policy and programmatic decision-making on rigorous evidence helps to build a better understanding of whether interventions do or do not accomplish their goals and why; enhancing learning and accountability. Where possible, USAID seeks to utilize existing available data and information to the greatest extent possible.

CEL will help LU, USAID, and the U.S. Government address these needs by providing a suite of technical services through evaluations, research, communications and knowledge management, training, and pilot projects, and on-demand technical assistance for the land sector and for activities within the urban space.

CEL Approach

Work under CEL will take an integrated approach within the project's three primary functions:

1) **Knowledge Generation:** Building upon and expanding the body of evidence-based knowledge in the land sector and integrated programming within the urban space through rigorous impact and performance evaluations, research and analysis, and possibly through targeted pilot activities in selected countries.
2) **Knowledge Dissemination:** Organizing, distilling, and effectively communicating findings, lessons, best practices, and data to key land and urban target audiences through timely and targeted communication, knowledge management, and training activities that improve knowledge and increase capacity.
3) **Knowledge Application:** Providing active, on-going capacity building and support to ensure that knowledge is applied by key stakeholders to improve decision-making, policies, program design, program implementation, and program monitoring and evaluation.

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[3] http://www.fao.org/docrep/016/i2801e/i2801e.pdf
[4] http://www.fao.org/fileadmin/templates/cfs/Docs1314/rai/CFS_Principles_Oct_2014_EN.pdf
[5] http://habitat3.org/the-new-urban-agenda/
[6] http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E
[7] http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA_Outcome.pdf

The implementer must ensure these three primary functions are closely integrated within each sector so that knowledge generation and dissemination activities are designed and managed in a way that achieves maximum application and utility.

ILLUSTRATIVE TASKS

Task 1. Evaluation

The implementer must conduct rigorous impact and performance evaluations of development programs in the land sector and of programs in the urban space. These evaluations will help USAID maintain accountability, improve program design and implementation, inform policy decisions, and improve institutional capacity. Evaluations will test development questions and seek new innovative solutions relevant to issues such as enhancing economic growth, land tenure technology solutions, eliminating extreme poverty, empowering women, addressing gender inequalities, enhancing food security, improving natural resource management, mitigating conflict, improving service delivery, improving urban health, promoting democratic governance, and improving resilience.

The exact number and location of evaluations is not determined at this time. Each evaluation under CEL must be conducted as an individual Work Assignment, based on demand from missions, LU, and other USAID operating units. The details of each work assignment will be defined following the process outlined in Section C.4.

For the purposes of CEL, USAID defines impact and performance evaluations as follows:

- **Impact evaluations** measure the change in a development outcome that is attributable to a defined intervention; impact evaluations are based on models of cause and effect and require a credible and rigorously defined counterfactual to control for factors other than the intervention that might account for the observed change. Impact evaluations in which comparisons are made between beneficiaries that are randomly assigned to either a treatment or a control group provide the strongest evidence of a relationship between the intervention under study and the outcome measured.
- **Performance evaluations** encompass a broad range of evaluation methods. They often incorporate before-after comparisons, but generally lack a rigorously defined counterfactual. Performance evaluations may address descriptive, normative, and/or cause-and-effect questions: what a particular project or program has achieved (at any point during or after implementation); how it is being implemented; how it is perceived and valued; whether expected results are occurring; and other questions that are pertinent to design, management, and operational decision-making.

Evaluation methodology must be appropriate and feasible for the context. Evaluations should follow a range of experimental, quasi-experimental, and nonexperimental designs, with methodologies including quantitative, qualitative, and mixed method whenever possible. Evaluations must adhere to USAID's Evaluation Policy (https://www.usaid.gov/evaluation/policy) and USAID's Scientific Research Policy (https://www.usaid.gov/policy/scientific-research) and are expected to be supported by subject matter and country experts and involve a rigorous peer review process.

Unless otherwise specified in a Work Assignment, the implementer must be responsible for the overall design, implementation, and dissemination of each evaluation, including the following activities:

- Developing a rigorous evaluation design, working with LU subject matter experts on evaluation and geospatial analysis

- Developing survey instruments or other data collection tools
- Managing the appropriate third-party review of evaluation materials and research protocols
- Coordinating with the implementer of the project being evaluated on appropriate timing, sequencing, and other logistics of the intervention, especially when conducting a randomized control trial
- Implementing data collection, including the management of local data collection firms as appropriate
- Cleaning, analyzing, and interpreting evaluation data and findings, working with LU on incorporating spatial variables and methods
- Developing an evaluation report that clearly presents findings and analysis
- Working with LU subject matter experts to develop specific research products based on evaluation data
- Formatting and submitting evaluation data to USAID's Data Development Library in an appropriate format consistent with USAID's Development Data Policy, ADS 579 (https://www.usaid.gov/ads/policy/500/579)
- Coordinating with other Tasks under CEL and with USAID to disseminate key findings, including findings from baseline data collection, through both summary products for lay audiences and in high-quality academic formats. These products should be tailored to key target audiences.
- Communicating key evaluation findings back to the communities being surveyed whenever appropriate and feasible.

The implementer must ensure that all evaluation designs, data collection, and analysis address gender and use gender-sensitive and culturally-sensitive evaluation and research methods as appropriate. Where applicable, evaluations should include a component that examines if climate change impacts project results or implementation.

Evaluations may be of new, existing, or completed projects or activities and are not limited to USAID programs. In some cases, the implementer may conduct a mid-line or endline evaluation for which the baseline or mid-line evaluation was completed under another contract.

Task 2. Research

The implementer must conduct scientific research to help USAID develop, test, and refine the acceptability and cost-effectiveness of new and improved products, tools, approaches, and interventions in the land sector and for integrated activities within the urban space. The implementer will also conduct retrospective analyses of past development programs to derive evidence on temporal and spatial trends and potential impact and to identify knowledge gaps. Research must also be used to inform policy, strategy, program design, and to help overcome barriers to successful implementation of land- and urban-related activities. Research must adhere to USAID's Scientific Research Policy (https://www.usaid.gov/policy/scientific-research).

In the land sector in particular, LU has already invested significant effort in building evidence-based knowledge through rigorous evaluations and research (https://www.land-links.org/evaluations-and-research/). While the initial evidence is encouraging, important knowledge gaps remain in the land sector. The implementer must build on this existing body of work and expand beyond it to examine new priority issues.

In the urban space, USAID has actively invested in sustainable cities and urban-based programming since the early 1970s and has developed a substantial body of knowledge. For research of and inputs into integrated programming in the urban space, the implementer must identify, learn, and apply this knowledge, coupled with supporting evidence from other stakeholders, to inform LU and USAID of trends, best practices, information gaps, and strategic direction.

The implementer must coordinate research activities closely with communications, knowledge management, and learning tasks to ensure that findings and lessons are disseminated effectively to target audiences.

Where applicable, research should consider the impacts of climate change and climate resilience on approaches and interventions in the land and urban sectors.

Task 2.A Research Agendas

In close collaboration with USAID, the implementer must develop research agendas to guide examination of critical land and urban topics. The research agendas must build and expand upon USAID's and others' existing body of evidence, identify critical gaps in the current research literature, and identify and prioritize specific research topics for inquiry. In collaboration with USAID, the implementer will develop separate research agendas for LU's land portfolio and its urban portfolio. Additional research agendas for related sectors may be developed upon demand under subsequent Work Assignments.

Possible research agenda topics might include, but are not limited to:
- What are the development implications for peri-urban and rural tenure systems as cities in Sub-Saharan Africa and elsewhere expand horizontally?
- How does formal recognition of customary tenure impact tenure security, social cohesion, sustainable land and resource management, agricultural investment and productivity, incomes (on and off-farm), intra and inter-community conflicts and disputes, and interactions with external actors?
- What is the relationship between land and resource governance, resilient urban systems in the face of crises and gender-based violence and health and wellbeing of women and children within the household?
- How effective is the use of technology to secure land and resources tenure?
- Under what conditions are urban planning efforts in secondary cities successfully financed, implemented, and enforced?
- Under what conditions does or does not secure land tenure/property rights lead to improved natural resources management?
- How effective are alternative governance models or decentralized technologies in helping cities meet service needs in rapidly urbanizing contexts?
- Which approaches to improving public services and safety are most effective in restoring confidence in government and countering violent extremism?
- What are the most effective ways for cities to encourage the creation and uptake of innovative approaches to key development challenges such as food security, health, and resilience to natural disasters and other shocks?
- Which local governance approaches, urban service delivery programs, and legal frameworks best address gender equality issues and empower women? What are key gender gaps in common approaches?
- What are the financial costs and reputational risks to investors when acquiring rights to land with insecure tenure?
- What are the best approaches to mitigate conflict between pastoralists and other land users over land access and rights?
- What are the economic benefits for slum dwellers and municipalities of 'secure enough' property rights in urban slums?
- What are the key drivers for rural-urban and urban-urban migration? How do weather variability and climate risks (sea level rise, extreme weather events, drought, etc.) exacerbate these drivers and the resulting impacts of migration (social disorganization, violence, etc.)?

Research agendas must inform the design of evaluations under Task 1 and must be closely coordinated with communications, knowledge management, and learning tasks to ensure that research topics are relevant to target audiences' learning needs and that findings and lessons are disseminated effectively to key stakeholders in order to improve programming and policy outcomes.

Task 2.B Primary Research

The implementer must conduct primary research and develop research papers, case studies, or other research products. This research must primarily utilize the evaluation data collected under Task 1, or when appropriate, high-quality data collected through other selected mechanisms or sources. Specific research topics to be addressed will be defined by the research agendas developed under Task 2.A and the evaluation designs developed under Task 1. Additional primary research activities may be developed through subsequent Work Assignments.

Task 2.C Secondary Research

The implementer must develop secondary research products, such as literature reviews, fact sheets, country profiles, case studies, and issue briefs that summarize and clearly present essential information on land- and urban-related topics for target audiences in order to build capacity and increase awareness of land- and urban-related issues and best practices among key audiences.

Task 2.D Research Grants

The implementer must use grants under contract to support research grants, targeted to developing country research or civil society institutions. Research grants will help to strengthen partner country policy, research, and/or evaluation capacity and to leverage on-the-ground knowledge and expertise to address key research questions.

Task 3. Assessments and Pilots

The implementer must conduct field support activities to help LU in providing on-demand technical assistance to missions and piloting new and innovative approaches or tools.

Task 3.A Assessments

USAID missions and other operating units have a high level of need for technical assistance in supporting the planning, development, implementation, and monitoring and evaluation of a wide range of land- and urban-related programs and activities in countries across the globe. The implementer will provide flexible, timely, high-quality, on-demand short-term technical assistance and surge support to LU, missions, and other operating units in conducting assessments relevant to the land sector and activities within the urban space. Assessments may include a broad range of technical assistance activities, such as needs assessments and project planning, but will not include drafting new project SOWs. Activities may include, but are not limited to:

- Assisting LU in helping missions determine how land or urban concerns are affecting the current development programming in a country
- Assisting LU in guiding missions in choosing appropriate land and urban interventions and in determining the scale, timing, duration, and ordering of those interventions.
- Assisting LU in helping missions track the realization of programmatic goals and USAID Development Objectives.

Task 3.B Pilots

The implementer must pilot new or innovative technologies or methods to determine the feasibility of different development approaches. While the nature, duration, and size of any potential pilots is undetermined at this time, pilots must be of a limited nature, primarily focused on "proof of concept" testing of a development approach in a limited context to analyze if it can be scaled or replicated more widely. Pilots must be developed under individual Work Assignments, based on demand from missions, LU, and other USAID operating units. It is likely that pilots will focus on urban, rather than land, issues.

Where applicable, urban pilots should include capacity building to respond to urban issues and increased urban migration deriving from climate change and weather variability

Task 4. Communications and Knowledge Management

The implementer must build and improve upon LU's existing and separate land and urban communications strategies, platforms, and tactics to communicate successes, lessons, challenges, learnings, and best practices to key internal and external audiences.

The implementer must be responsible for serving as the communications and knowledge management focal point for both the CEL project itself—communicating learnings, successes, and best practices from CEL's own evaluation, research, pilot, and learning tasks—as well as the communications and knowledge management focal point for USAID's work related to land and urban writ large. This will include, but is not limited to: 1) communicating successes and lessons from various from Task Orders under USAID's Making Cities Work (MCW) IDIQ and Strengthening Tenure and Resource Rights (STARR) I and STARR II IDIQs and other similar USAID land or urban contracts or activities as instructed; and, 2) working with such projects and activities to provide technical assistance, training, and support in developing and improving their own communications products and outreach strategies.

CEL will also serve as the central knowledge management hub for USAID's work with land and urban investments and programs broadly, which will include, but is not limited to: 1) collecting, organizing, and promoting resources, tools, reports, data, and other information from Task Orders under MCW, STARR I, STARR II, and other USAID land or urban contracts or activities, as instructed, 2) engaging with and learning from the broader development community (other donors, researchers, implementing partners, practitioners, etc.) so that lessons and best practices from other organizations are communicated to USAID and USG stakeholders to improve decision making, programs, and policies.

In both the land sector and USAID's work in urban spaces, LU has already developed knowledge management platforms for organizing and sharing information with key stakeholders (www.Land-Links.org and www.Urban-Links.org). LU has also developed a significant number of resources—such as fact sheets, issue briefs, country profiles, infographics, videos, and tools—and dissemination channels such as online training programs, email newsletters, and webinars series—to spread knowledge and build capacity among key audiences in these sectors. The implementer must build upon, expand, and improve these branded platforms and resources and develop new products, tools, and strategies to better reach target audiences.

Task 4.A Outreach

The implementer must develop independent strategic communications plans and editorial calendars to guide outreach efforts in both land and urban-related fields. Guided by these plans and in collaboration with the LU office, the implementer must create and disseminate audience-appropriate communications products, which will include but is not limited to blogs, articles, infographics, photo essays, videos, and interviews. The implementer must, with approval of the COR, travel to land and urban projects to capture photos, videos, interviews, and success stories for use in communications materials.

The implementer must also conduct regular outreach through multiple, audience-appropriate channels, such as direct email, social media, webinars, roundtables, and through engagement in and support of key conferences and events. Public communications and outreach efforts must be subject to USAID determined clearance processes and approvals.

Task 4.B Communications Technical Assistance

The implementer must provide on-demand technical assistance to LU, missions, and other USAID operating units in strategic communications, public relations, marketing, digital media, graphic design, and photography/videography.

The implementer must also provide on-demand technical assistance to LU, missions, and other USAID operating units in Social Behavior Change (SBC) communications best practices, including public awareness raising, social marketing, community outreach, and building capacity of organizations to implement and manage SBC activities.

Communications technical assistance activities may take the form of trainings, clinics, workshops, virtual trainings, webinars, guides, toolkits, data-thons, or other audience-appropriate methods defined by specific Work Assignments.

Task 4.C Knowledge Management

The implementer must maintain, manage, and improve two knowledge management websites: www.Land-Links.org and www.Urban-Links.org. This will include all technical website management, such as hosting; front and back-end design and management; website security and maintenance; content management; and implementing technical enhancements. The implementer must also use knowledge management, information design, and user experience (UX) best practices to ensure that the information on each website is well-organized and categorized, accessible, searchable, easily navigable, and relevant information is clearly presented to meet the needs of key stakeholders.

In addition to serving as communication platforms for the LU Office itself, LandLinks and UrbanLinks—and by extension the CEL project—serve as the central knowledge management platforms for USAID's work in the land and urban fields writ large. Therefore, the implementer must be responsible for collecting, organizing, posting, and promoting a variety of materials, including reports, success stories, research, tools, videos, photographs, data, and other relevant information from the CEL project itself and from all other USAID land and urban programs and activities, including but not limited to Task Orders under the MCW, STARR I, and STARR II IDIQs. Further, the implementer must regularly engage with other, non-USAID development actors, such as researchers, donors, and implementing partners, to contribute learnings and best practices from other organizations to LandLinks and UrbanLinks so that USAID and its implementing partners continue to learn from other leading development organizations and thinkers. Through these activities, the implementer must ensure that LandLinks and UrbanLinks are comprehensive, collaborative, and robust knowledge management platforms and learning communities that organize and make publicly available the full breadth of USAID and development partners' learnings, and achievements in these sectors.

The implementer must be responsible for regular monitoring and reporting on website, email, and social media analytics and interpreting and analyzing analytics data to recommend improvements to website design, content organization, functionality, and broader communications efforts.

The implementer must be responsible for compliance with USAID and U.S. Government website regulations, privacy standards, branding guidelines, and accessibility guidelines, including Section 508 compliance (https://www.section508.gov/).

In addition to managing LandLinks and UrbanLinks, additional knowledge management activities may be requested through Work Assignments.

Task 4.D Tools

The implementer must develop and refine relevant tools and guides to provide practical, operational guidance to land and urban practitioners. This will include reviewing the existing suite of land and urban tools and guides (available on www.land-links.org and www.urban-links.org) to identify strengths, weaknesses, gaps, and current relevance of existing materials and making modifications to existing tools or creating new tools or guides as needed.

Task 5. Learning

The implementer must use capacity development and adult learning best practices improve USAID and the USG's ability to understand and address land tenure and sustainable urbanization issues. The implementer must take a systems approach to capacity building, which emphasizes the dynamism in which "networks of actors seek to enhance their abilities to perform" and focus on relationships and trust as key drivers in stimulating systemic change and adaptation. This aligns with USAID's Local Systems Framework, which recognizes that "building the capacity of a single actor or relationship is insufficient—the focus must be on the system as a whole."

Task 5.A Learning Strategy

The implementer must develop learning strategies to guide training and capacity building activities in both land and urban sectors. The learning strategies must identify and prioritize essential learning topics, modalities, opportunities, goals, and indicators. The primary target audiences are USAID mission staff, USAID/Washington technical staff, and other USG international development and foreign policy staff; secondary audiences include host country governments, civil society, the private sector, and development partners.

Learning strategies should account for target audiences' unique learning needs and preferences. Learning strategies should build on existing research, best practices, and recommendations into learning and capacity development at USAID, such as E3 Bureau Capacity Development Assessment[8] and resources available on USAID's Learning Lab (https://usaidlearninglab.org/).

Learning strategies should include identifying opportunities to both conduct direct land- and urban-specific training and capacity development activities as well as opportunities to integrate land and urban topics into other USAID training programs, such as USAID's gender trainings, trainings for various backstops, sector workshops, etc.

Learning strategies should be closely coordinated with and informed by other CEL tasks, USAID policies and objectives, USG priorities, and other key international agreements, such as Sustainable Development Goals, New Urban Agenda, Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security, The Principles for Responsible Investment in Agriculture and Food Systems. The evaluation and research findings from Tasks 1 and 2, the pilot results and learnings from Task 3, and knowledge management coordination with other USAID programs under Task 4, should form the foundation of Task 5 training and capacity development activities.

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[8] http://pdf.usaid.gov/pdf_docs/pa00mrj1.pdf

Task 5.B Conduct Learning Activities

Guided by the learning strategies, the implementer must plan, design, implement, and evaluate audience-appropriate learning activities to ensure the application of knowledge and to build capacity to address land tenure and sustainable urbanization issues among target audiences. Activities may include, but are not limited to in-person trainings, online trainings, blended in-person and online trainings, webinars, workshops, clinics, and peer-to-peer learning platforms. In addition to organizing and implementing learning activities itself, the implementer must also coordinate with other USAID projects to organize joint workshops or to provide evidence, resources, information, and lessons-learned that other projects can use to build capacity, share best practices, and inform key decision makers in countries where USAID works.

The implementer must also build and improve upon LU's existing training efforts, including the Massive Open Online Course on Land Tenure and Property Rights (https://www.land-links.org/event/land-tenure-property-rights-mooc-2-0/) and forthcoming online urban courses. In accordance with the learning strategies, the implementer must refine, adapt, reorganize, or re-purpose these resources and platforms to better meet the learning needs of target audiences.

RESULTS

Contract activities will contribute to the achievement of the following results:

- Practical, evidence-based knowledge of best practices in land and urban sectors generated and communicated to key stakeholders;
- Successful strategies and approaches to strengthening the property, land, and resource rights of people, communities, and businesses identified and shared;
- Successful strategies and approaches to improve sustainable urban development and urban-based programming identified and shared;
- Research, tools, data and other information on land and urban issues organized and promoted to key stakeholders;
- USAID and USG capacity to address land and urban development challenges increased
- Support provided to innovators to pilot or test new approaches to addressing land and urban development challenges;
- Support provided to USAID missions and other operating units to assess and evaluate land and urban issues and programs.

ATTACHMENT 2 - QUESTIONS FOR SMALL BUSINESSES

USAID/E3/LU welcomes input and comments in response to any or all the questions listed below. Please ensure comments are concise and specific to information referenced within the Notice.

Technical Questions (4 pages)

1. Do you have any general feedback or recommendations on the Notice as a whole?

2. Do the illustrative tasks outlined in the draft statement of work sufficiently capture the breadth of activities required to meet the program's stated purpose? Are there gaps or other issues in the draft statement of work that would impede achieving these objectives?

3. In your previous experiences delivering similar and relevant services, what approaches/methods were most the beneficial under the land and urban sectors? What challenges proved to be barriers or limitations?

4. Are there any specific research questions you recommend this program should also focus on examining?

5. Are there any specific urban-related pilot ideas you would recommend this program undertake?

6. This project will require a number of specialized skills under the land and urban sector. What type of partnerships and/or alliance do you foresee as necessary to effectively and successfully carry out the tasks?

M/OAA Questions (1-3 pages)

1. Do you have any recommendations or suggestions between a Statement of Work (SOW) versus a Statement of Objectives (SOO) in reference to the abovementioned illustrative tasks?

2. In your experience delivering similar or relevant services, what contract type/mechanism has worked well?

3. Do you foresee any organizational conflict of interest given the abovementioned illustrative tasks under both components?

4. Do you have any feedback or recommendations that you would like to share with USAID regarding any anticipated solicitation for this requirement?