

Grant Support - Call for Proposals: Cities and Forced Migration

Improved data and evidence-based knowledge products for improved management of crisis migration to secondary cities in the Global South

The Cities Alliance mission is to improve the lives of urban populations by delivering integrated, citywide and innovative solutions to urban poverty in cities where it matters the most. Cities Alliance's vision is to provide technical support and grants to local and national actors to deliver policies and programmes that directly address urban poverty and gender inequality in cities. Cities Alliance is an agent for urban change with a clear focus on secondary cities, which are increasingly instrumental to economic and social progress in rapidly urbanising economies.

Cities Alliance is a global partnership supporting cities to deliver sustainable development. For nearly 20 years, the Secretariat has convened partners from civil society, local and national authorities, and development actors with an urban focus to combine complementary strengths and expertise. With its programmatic approach and diverse membership, Cities Alliance has the capacity to coordinate the efforts and core competencies among partners to leverage this collective expertise to advance urban thinking and solutions.

In line with its Strategic Plans 2018-2021, Cities Alliance aims to improve the lives of 20 million urban poor in 60 cities across seven or more countries and make a significant contribution to the 2030 Agenda. The organisation is governed by three over-arching objectives:

- Strengthening and promoting the role of cities in poverty reduction, and in sustainable development;
- Capturing and strengthening the synergies between and among members and partners; and
- Improving the quality of urban development cooperation and lending.

The Cities Alliance's geographic footprint is informed by a focus on those countries and cities where the concentration of poverty is deepest and governments demonstrate political leadership.

The adoption of the 2030 Agenda for Sustainable Development acknowledged, for the first time, the role and importance of cities and migration for sustainable development, impacting a significant number of the 17 goals and 169 targets. Following the 2030 Agenda, 193 governments unanimously adopted the New York Declaration for Refugees and Migrants in 2016 and agreed to develop a Global Compact on Migration for safe, orderly and regular migration. The Paris Agreement on Climate Change clearly identified the existential nature of the threat posed by our current growth model, the effect on migration, and the role of cities in providing solutions. The New Urban Agenda provides guidance to national and sub-national governments in implementing the 2030 Agenda. Cities Alliance works across these international policy agendas to inform advanced urban migration programmes and policies.

1. General instructions for Proposal submission

How to submit? Please submit a full proposal including:

- The Full Proposal Form**
- The Budget Template**
- The Integrated Assessment Framework**

When to submit? Deadline: Midnight, 24:00, Central European Time on 11th March 2019

Where to submit? Proposals should be submitted via e-mail only to the Cities Alliance Secretariat at ca-proposal@citiesalliance.org Subject line should mention *Forced Displacement CFP*.

Language The proposal should be submitted in English

Estimated Start March 2019

Duration 2.5 years

2. Eligibility criteria

- ❖ Proposed projects must meet the criteria stated below and must also fall within the scope of the [Cities Alliance Charter](#).
- ❖ Applicants should be (i) national or international Universities, (ii) research centres, or (iii) knowledge centres with a strong research track record and reputation on forced displacements in the Global South.
- ❖ Demonstrated strong dissemination capacity for research results and uptake of research recommendations.
- ❖ Demonstrated research expertise and field work in the partner countries: Uganda and Ethiopia.
- ❖ Demonstrated research expertise on the impact of socio-economic freedoms for refugees.
- ❖ Previous research experience on Refugees and/or Internally Displaced Persons (IDPs) and Local Governance with a focus on refugees and/or IDPs as political actors.
- ❖ Working experience with refugee-led organizations in Uganda and Ethiopia is a strong asset.
- ❖ International applicants will need to demonstrate past cooperation experience with academia, local and national authorities, and civil society organizations in the partner countries.
- ❖ Proposed projects must limit financial offers to the range described under section 9 below. Applicants are required to co-finance 20% in-kind or cash.

3. Background

Cities worldwide are witnessing the emergence of an unprecedented refugee situation, which is often sudden and massive in scale. Forced displacement is at an all-time high, with more than 60 million people worldwide fleeing as a result of persecution, conflict, generalised violence, or human rights violations (UNHCR 2015).

Over 60 per cent of the world's 21.3 million refugees and 80 per cent of the 40.8 million IDPs live in urban environments, comprising over two-thirds of displaced people in the world (UNHCR 2015).

“Too many of the underlying assumptions, the analytical tools and the operational approaches that guide our work are based on the outmoded notion that refugees and displaced people belong in camps, where their needs are best and most easily met through the provision of direct and dedicated humanitarian services. We have not yet thought through the full challenge of operating in cities, where displaced populations are intermingled with other urban residents and where the activities of humanitarian agencies must evidently be supportive of – rather than separate from – those of the authorities and development actors.”

Forced displacements due to natural disasters are expected to add substantially to the displacement figures of man-made disasters. The Intergovernmental Panel on Climate Change (IPCC) notes that the greatest single impact of climate change could be on human migration, with millions of people displaced by shoreline erosion, coastal flooding and agricultural disruption. The most commonly accepted estimate on environmental or climate migrants is 200 million forced climate migrants by 2050 (Myers, 2005; Stern, 2006; Brown, 2007). Climate migrants, sometimes called climate refugees, are not covered by the Convention Relating to the Status of Refugees.

Displaced persons come to cities hoping to find food, shelter, access to services and income. But mass displacement creates specific vulnerabilities for the displaced population and poses unique challenges to responders, including local authorities and host communities. Cities serve as first points of arrival, transit hubs, and ultimate destinations of millions of migrants. They play a central role in the short, medium, and long term – from food, shelter and healthcare at arrival, to housing and subsistence during transit, to employment and social integration in following years (Saunders, 2012).

As a result, municipal governments find themselves taking the lead in welcoming migrants and offering pragmatic solutions for managing their needs. Yet they often lack adequate resources, policies, and mandates from the national government, with the result that urban displaced persons often face food insecurity, tenure insecurity, malnutrition, personal insecurity, unmitigated psychosocial impacts, poverty and unemployment, and may end up living in informal settlements in areas at risk of disasters or where they are threatened by eviction or relocation (Haysom, 2013; Carrillo, 2009; Albuja and Ceballos, 2010; Brookings Institution, 2013; Weiss Fagen, 2014).

Traditional models based on dedicated delivery of assistance in homogeneous camp settings might not work as well in urban contexts. Urban displaced persons tend to rely more on local communities, markets and institutions for their survival and well-being than rural displaced persons (Ferris and Ferro-Ribeiro, 2012). Unlike camps, urban areas allow refugees to live in anonymity and find support from existing networks.

Unmanaged, rapid inflows of displaced persons can result in reduced availability of income opportunities, health care and education, as well as soaring prices for housing, food and essential resources. These can have long-lasting, negative effects on the wellbeing of households and communities hosting the displaced. It is always the most vulnerable groups – women, youth and unskilled workers – within the incoming and the host communities who are likely to confront negative consequences (Zetter and Deikun, 2010; UNDP, 2009). Inter-communal tensions and xenophobic stances often arise as living conditions are made worse by unmanaged inflows of IDPs and refugees into urban areas (MercyCorps, 2012). Such tensions might be further aggravated by the host communities' perceptions that displaced persons are receiving disproportionate assistance (Carrillo, 2009).

Displacements are no longer temporary affairs, and long-term solutions need to be included in planning processes. The average duration of displacement grew from nine years in the 1980s to 20 years by the mid-2000s. Less than one in 40 conflicts is now resolved within three years, and more than 80 per cent last for more than 10 years (UNHCR, 2015). The longer the displacement protracts, the higher the probability that those displaced in cities and towns will aim to integrate into their host communities. After years away, displaced persons are likely to have lost their income, family connections, and properties at their place of origin and may see the receiving city as a chance to find better opportunities (Majidi, 2011; Carrillo, 2009).

This focus area will primarily seek to improve the preparedness and crisis management in urban areas when sudden, rapid and large inflows of displaced persons occur. As stipulated in the Global Compact for Migration, the aim is to explore strengthened collaboration mechanisms between humanitarian and development actors in order to develop long-term responses that ensure respect for the rights of the affected individuals as well as the resilience and coping capacities of populations (GCM, 2018). Cities Alliance will particularly focus on the role of local city stakeholders to devise and sustainably implement adaptation and resilience strategies to sudden- and slow-onset disasters.

4. Objectives

The overall objective of the Cities and Migration Joint Work Programme is to enable partner cities, local governments, host communities and migrants to manage challenges and leverage opportunities arising from migration to cities for sustainable and inclusive development.

The specific objective of this call for proposal is to strengthen the capacities and mandate of local authorities and key support partners in secondary cities in the Global South to receive, manage, and integrate involuntary migrants displaced by conflict or environmental shocks.

To achieve an improved understanding on the interlinkages of cities, migration, and development, Cities Alliance will build a body of research, policy-relevant data, and evaluations of existing approaches and policies from local to international level to bridge science with policies and advance effective practice on the ground.

This objective is most closely linked to the SDG target 10.7 which aims to “facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.” This objective will further support cities to contribute to the Global Compact for Migration, particularly in terms of providing displaced persons with legal identity and adequate documentation (Objective 4) and reducing their vulnerability (Objective 7), particularly through social and economic inclusion (Objective 16).

The expected outputs are improved data and evidence-based knowledge products for improved management of crisis migration which shall support partner cities, local governments, host community and migrant associations to proactively plan and manage refugees and internally displaced persons within urban spaces.

The overall aim is to inform the research agenda of involuntary displacements to secondary cities in the Global South and to facilitate proactive and inclusive policy making.

5. Scope of work

Cities Alliance is strongly committed to contributing to greater gender equality and women's empowerment through all its projects and programmes. An important step to achieving these goals is to ensure gender sensitivity is considered in the formulation and planning of the scope of work.

Gender sensitivity means that in each action and process, gender norms and roles, and the impact gender has on access to, and control over, resources are considered and addressed. Suggested guiding questions for assessing gender sensitivity of any proposal are listed in Annex 2. Applicants to this call shall further consult the Cities Alliance Gender Strategy.

Task 1. Global Literature Review.

This task will lay the conceptual foundations of a flagship publication on how local authorities and key support partners in secondary cities in the Global South can support and integrate involuntary migrants displaced by conflict and/or environmental shocks. The literature review shall reflect on the impact of socio-economic freedoms, such as the freedom to move and the right to work, for forced migrants and secondary cities. Particular emphasis lies on the analysis of local and national policies and regulations and how they affect an improved management of forced migration flows and integration into cities. Equally, barriers for or vulnerabilities of women, men, children need to be identified and addressed. The objective of the publication is to present evidence-based and implementable recommendations, based on cost-benefit reflections, for local authorities of secondary cities in the Global South, for key city stakeholders, and for national actors.

Task 2. Participatory case studies.

Participatory case studies for two partner cities of the Cities Alliance Work Programme on Cities and Migration with high rates of refugees and IDPs need to be prepared. One secondary city will be selected in agreement with the National Government in Uganda and one in Ethiopia. Case studies need to reflect on the history, the current status, and future trends of forced migration to the city. Each case study shall focus on the city's approach towards managing forced migrants upon arrival and integration of refugees and/or IDPs into the city in a protracted displacement context.

Recommendations, elaborated in agreement with city and national stakeholders, shall capture improved approaches to manage forced displacements at city-level. Women, men and youth need to be included as participants and beneficiaries. Recommendations shall include interventions which support gender equality and/or women's empowerment. It is assumed that the availability of secondary data will be limited, and primary data collection will therefore be necessary. Methods of analysis should be quantitative to the extent viable. Qualitative data should be used to triangulate and complement information where relevant. A baseline survey needs to be conducted at the onset of the project to capture the city's status and capacities to manage migration.

For each partner city, a baseline survey needs to capture each cities' approach and capacity to manage voluntary and forced migration.

Task 3. Active involvement of national and local stakeholders

Whether the successful bidder is national or international, as part of the participatory case study it is required that national and local stakeholders, particularly local authorities, universities, host communities and refugee-led organizations, will be actively involved in the preparation of the case studies and flagship publication. A gender sensitive participatory process is required.

Stakeholders need to be engaged for all stages of the projects through:

- (a) An inception workshop in each partner city to reach an agreement on research focus for the case studies and the flagship publication.
- (b) An interim workshop in each partner city to validate the findings and recommendations of the case studies.
- (c) A final workshop in each partner city shall validate the findings and recommendations of the flagship publication.

To produce the case studies, national institutions need to be actively involved. The aim is to build long term partnerships and to strengthen ownership by national and local authorities and stakeholders.

All workshops will be organized and financed by Cities Alliance in coordination with the grantee. The grantee is responsible for the content of the sessions and required to cover its own travel and accommodation expenses.

Task 4. Policy Brief.

This task refers to the development and dissemination of a policy brief on how local authorities and key support partners in secondary cities in the Global South can strengthen their capacities and mandate to receive, manage, and integrate involuntary migrants displaced by conflict or environmental shocks. A specific reflection on gender aspects when managing displacements within secondary cities in the Global South is required for this policy brief.

Task 5. Session for a Cities Alliance International Conference.

The grantee designs and delivers a session on how local authorities and key support partners in secondary cities in the Global South can strengthen their capacities and mandate to receive, manage, and integrate involuntary migrants displaced by conflict or environmental shocks at a Cities Alliance international conference on cities and migration. A specific reflection on gender aspects when managing displacements within secondary cities in the Global South is required for the session.

The international conference will be organized and financed by Cities Alliance in coordination with the grantee. The grantee is responsible for the content of the session and required to cover its own travel and accommodation expenses. The conference is tentatively planned for the second quarter of 2021.

6. Key Personnel

Team Leader

Qualifications:

- PhD in Development Studies, Social-, Political- or Economic Science.
- Experience of at least 7 years in the field of research on urban refugees and forced migration in Uganda and/or Ethiopia.
- Demonstrated experience in working with refugees in the urban context in Uganda and/or Ethiopia
- Demonstrated experience in working with communities, local and national government in Uganda and/or Ethiopia.
- Advanced knowledge and experience in programme design, implementation and evaluation.

Senior Expert

Qualifications:

- PhD in Development Studies, Social-, Political- or Economic Science.
- Experience of at least 10 years in the field of research on refugees and forced migration in the Global South.
- Demonstrated experience in working with refugees in the urban context.
- Demonstrated experience in working with communities, local and national government in forced migration contexts in the Global South.
- Demonstrated dissemination capacity and uptake of research findings by development partners, national and/or local governments, or others.

7. Deliverables and Timeline

*** All the final deliverables need to be of publishable standard (peer reviewed if necessary) and respect the provided Cities Alliance Branding and Disclaimer Guidelines *** - Attachment 7

Deliverables	Timeline (as of signature of the contract)
Final baseline report for each partner city	Within two months
1 st draft of the flagship knowledge product presenting the outline and preliminary literature review	Within three months
Delivery of the inception workshop in each partner city and inception report.	3 rd month
2 nd draft of the flagship knowledge product	Within six months
Draft participatory case study report for each partner city	Within six months
Delivery of the interim workshop in each partner city and field mission report.	6 th month
3 rd and final submission of the flagship publication (max 100 pages) submitted as webversion, print version, and as 250 hard copies.	Within twelve months
Separate report on improved local governance in the context of forced migration (max 50 pages)	Within twelve months
Final submission of the participatory case studies for each partner city (max 30 pages each)	Within twelve months
Delivery of the final validation workshop in each partner city and field mission report.	Within 15 months
Submission and dissemination of the Policy Brief (max 10 pages) submitted as webversion, print version, and as 250 hard copies.	Within 15 months
Delivery of a session for the Cities Alliance International Conference and final project report.	In Quarter 2, 2021
Annual and semi-annual progress and financial reports	End of January and June each year

8. Payment

Payment will be based on milestone deliverables upon submission of invoice and upon certification of the work completed.

	Deliverables	Payment %
1	Upon signature of the contract between UNOPS and the offeror	10%
2	Final baseline report for both partner cities in Uganda and Ethiopia	30%
3	Final submission of: (a) The flagship publication (max 100 pages) submitted as webversion, print version (b) Separate report on improved local governance in the context of forced migration (max 50 pages) (c) Participatory case studies for both partner cities in Uganda and Ethiopia (max 30 pages each)	40%
4	Completion of a (a) policy brief on cities and forced migration (max 10 pages), submitted as webversion, print version.	10%
5	Submission of (a) A session on cities and forced migration for the Cities Alliance International Conference and a final project report. (b) 250 hard copies of the flagship publication (see deliverable 3.a) and 250 hard copies of the policy brief on cities and forced migration (see deliverable 4.a)	10%

9. Available Funding

The provisional funding allocation for this contract is up to USD 350,000. Financial proposals are required to show at least 20% of co-financing. Both in-kind and cash contributions are acceptable.

Please note that the cost of preparing a proposal and of negotiating a grant agreement, including any related travel, is not reimbursable, nor can it be included as a direct cost of the assignment.

10. Grantee Responsibilities

- Be responsible for the proper use of the Cities Alliance funds;
- Enter into a Grant Agreement with the United Nations Office for Project Services (UNOPS), on behalf of the Cities Alliance, which will stipulate the terms and conditions for receiving and utilizing the funds;
- Comply with all provisions in the Grant Agreement and applicable UNOPS policies and procedures
- Be fully responsible for implementing the project in accordance with the Grant Agreement;
- Be responsible for using the funds only for the outputs specified in the Grant Agreement;
- Provide timely reporting to the Cities Alliance Secretariat on progress in implementing the project, and financial reporting on the uses of the funds as specified by the Grant Agreement;
- Provide communication material on project implementation (including pictures, quotes, stories and other materials, where applicable).
- Communicate with the Cities Alliance Secretariat on all significant matters relating to the project, such as changes in activities, budget revision and timeline. This includes also any emerging social and environmental risks and any adverse impacts resulting from implementation of project activities.
- Participate in knowledge sharing activities so that other cities/countries might benefit from the project experiences.

11. Selection Process and Criteria

A complete technical, financial and organizational capacity assessment of each proposal will be undertaken. Cities Alliance reserves the right to fund any, a portion of, or none of the applications submitted. As part of its evaluation process, Cities Alliance may decide to discuss technical, cost or other issues with one or more applicants. After scoring the proposals, the evaluation team may determine that one or more proposals require further clarification and possible revision. Discussions with submitting organisations are only conducted with regard to proposals determined to be acceptable. In reviewing proposals, Cities Alliance reserves the right to accept parts of a proposal and/or, in close consultation with applicants, to build a programme composed of several proposals (or parts of these proposals) put together.

12. Schedule of Events

The dates provided below are indicative.

Event	Date
Call for Proposal release date	4 February 2019
Proposal due date	11 March 2019
Grant agreement contracting	March 2019

13. UNOPS Grant Support Agreement

The UNOPS Standard Grant Support Agreement (GSA) containing UNOPS General Conditions for Grant Support Agreements is outlined in *Attachment 6*. The GSA constitutes an integral part of this Call for Proposals (CFP) as it is mandatory to accept this agreement with its conditions before submitting a proposal.

ANNEX 1 Evaluation criteria

An Evaluation Committee will appraise applications in accordance with the selection criteria identified below. Applicants should note that these criteria serve to a) identify the significant issues that applicants should address in their applications; and b) to set standards against which all applications will be evaluated. If there are ambiguities/unclear explanations, or further need for details, the Evaluation Committee will seek clarification from the submitting organisation if the proposal otherwise meets the main criteria.

The Evaluation Committee will assess the following questions to justify their final appraisal:

- **Completeness:** Is the information provided in the proposal complete and sufficient for the appraisal?
- **Context analysis:** Is the project based on a good understanding of the context in the respective project site?
- **Stakeholder analysis:** Is there a stakeholder analysis and a clear definition of target groups? To what extent is participation of, and ownership by, key stakeholders in planning and design evident? Is it clear how the project will work with the government, non-state actors, hosts communities & refugee-led organisations?
- **Approach and methods:** Is the project approach and methodology innovative, feasible and appropriate? Are the methodologies based on previous experience and evidence-based knowledge? Is the idea technically feasible and likely to achieve the stated results? Does it embody good development practice and lessons?
- **Sustainability:** Does the project demonstrate a good case for sustainability of the proposed outcomes and impacts beyond the funding period? Has an exit strategy been considered?
- **Gender sensitivity:** Does the proposal demonstrate awareness and understanding of concrete gender-related/gender-specific challenges in the project context? To what extent does the proposal strive to include women as both, equal participants and as equal beneficiaries? To what extent does the proposal plan to contribute to greater gender equality and women's empowerment? Will the project collect sex-disaggregated data? Refer to Annex 3 for specific guidelines and evaluation criteria for gender sensitivity.
- **Risks:** Has the proposal sufficiently considered major internal and external risks and indicated risk mitigation measures to be developed?
- **Learning and policy dialogue:** Does the project give scope to contribute to evidence-based knowledge and policy dialogue?
- **Capacity:** Does the proposed implementing organisation and its partners have the necessary technical expertise, experience and capacity to implement the project?
- **Partnership:** What partnerships are foreseen in the proposal? Is the partnership built on long-term trust relationships? Is the governance and coordination system between stakeholders and partners appropriate? Is the role and involvement of the sub-partners clear and sound? Are the local partners likely to increase institutional, organisational and technical capacities through project implementation?
- **Budget:** Does the budget demonstrate value for money for the project, in particular in relation to the expected results?

ANNEX 2 Guidelines on Gender Sensitivity

Cities Alliance is strongly committed to contributing to greater gender equality and women's empowerment through all its projects and programmes. An important step to achieving these goals is to ensure gender sensitivity is considered in the formulation and planning of projects.

Gender sensitivity means that in each action and process, gender norms and roles, and the impact gender has on access to, and control over, resources are considered and addressed. Suggested guiding questions for assessing gender sensitivity of any proposal are listed below. Applicants to this call shall further consult the Cities Alliance Gender Strategy.

- How does the proposal attempt to address existing gender inequalities?
- How does the proposal strive to include women as both equal participants and as equal beneficiaries of the planned interventions?
- Does the proposal identify barriers between women, men and other vulnerable or marginalised groups?
- Are different needs and vulnerabilities of marginalised groups assessed?
- Will the project ensure that data is disaggregated and analysed by sex, age and other relevant variables in the given context?

- Is gender reflected in the objectives, outcomes, and outputs of the proposal?
- Does the proposal include any interventions to advance gender equality and/or women's empowerment?
- Does the proposal apply a gender sensitive participatory process when engaging with different stakeholders?
- Is the monitoring and evaluation framework gender sensitive?
- Does the proposed implementation team demonstrate gender expertise?
- Does the proposal acknowledge how different risks can impact men and women, boys and girls differently?
- Does the proposal ensure rigorous ethical standards are applied to work with women, children and/or other vulnerable groups?
- Does the proposal ensure project activities are gender-sensitively planned (e.g. does the project aim to reduce discrimination against women and will this be monitored?)
- Have adequate resources been provided and allocated for the proposed gender sensitive activities? How does the budget reflect on gender-specific activities?

ANNEX 3 Guidance on Value for Money

VfM in the proposal

Value for money (VfM) begins with programme design. Project proposals should include an overall value for money statement, i.e. why the chosen interventions are better value for money than alternative approaches to address the same problem. For example, the VfM statement could include a cost-effectiveness assessment of two or more alternatives, unit-cost benchmarks, or local or international evidence that supports the chosen intervention, and the reasoning for the proposed approach in this context.

How the project will manage VfM during implementation

This guidance provides a high-level overview of VfM in the project cycle (Figure 1); a description of how the programme components are assessed for VfM (Table 1); and how the assessment of programme components is linked to the four VfM factors: economy, efficiency, effectiveness, and equity (Table 2).

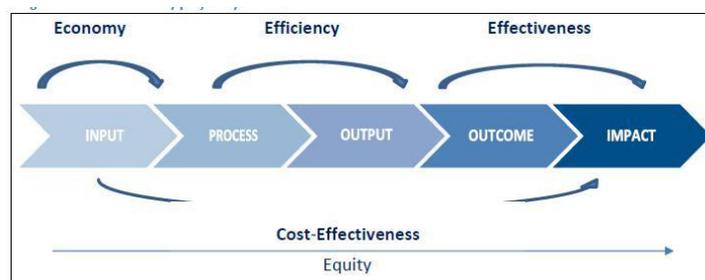
Projects begin with inputs that are translated into goods and services necessary to implement the project. The allocation of funds for staff, equipment, services, administration, and contracting with partners for project delivery are often analysed in planning and during implementation.

Translating inputs into delivery for beneficiaries involves processes and activities that lead to outputs. VfM analysis generates evidence to manage and maintain efficient operations at this project stage. Beneficiary measurements assessing the equitable spread of outputs are also analysed. For such measures cost efficiency, unit costs, and regional variations are often analysed.

When outputs are sustained, and when there is evidence of adoption of planned results by beneficiaries, effectiveness is assessed. Effectiveness may be assessed by cost-benefit analysis of sustained results, unit-costs of outcomes, value lost or gained vs. plan, sustainability, and ultimate impact to improve the lives of beneficiaries. It should be noted that effectiveness measures are often less possible in the early stage of programming when there is less evidence of adoption and sustained results.

Equity is measured across the stages of planning and implementation. Clear plans for quantifying beneficiaries should be defined including gender disaggregation, displaced persons, disabled persons, and persons in conflict affected areas.

Figure 1: Value for Money project cycle



The project cycle consists of various programme components illustrated below in Table 1. The evaluation committee will review the project’s VfM approach for a clear plan indicating how the VfM factors (Table 2) will be measured and managed across programme components during project implementation.

Table 1: Programme components

Input:	Process:	Output:	Outcome:	Impact:
HR, procurement of goods and services to accomplish project objectives, contracted deliverables. e.g. vaccines procured, contracting methods	How are inputs used for beneficiaries; strategy to accomplish project objectives; partner management e.g. plans to deliver and monitor use of vaccines	The planned results delivered for beneficiaries e.g. Number of children vaccinated	The sustained use, adoption, or benefit received by beneficiaries. e.g. children less susceptible to major childhood diseases	Long-term transformative change e.g. poverty reduced

Table 2: Value for money factors

Economy:	Efficiency:	Effectiveness:	Equity:
What is the evidence that the purchase and contracting for goods and services is the best quality at the best price? What are the processes to ensure economy for the project duration?	What is the relationship between planned and actual results and expenditures? Are output targets achieved at or below budget? How will the project manage efficiency during implementation?	How will the project measure if the interventions are effective? How will the project assess the likelihood of sustainability or the needed for additional support? How will beneficiary adoption of results, and potential impact be estimated or measured? What is the exit plan when the project ends?	How will the project measure the equitable spread of benefits across gender, disabled persons, displaced persons, and persons in conflict areas? Justify whether beneficiary disaggregation will be assumed, estimated, or counted? Has the project considered the possible costs to ensure equity?

To demonstrate an understanding of VfM, it may be useful to propose a limited number of measures that will be reported on regularly, the data that will be used for VfM reporting and calculations and link each measure to one (or more) VfM factor(s).

The evaluation will review how the proposed project will include VFM analysis in its strategy and planning and how the project will manage VfM during implementation. It is not necessary to propose all possible VFM metrics, though it is helpful for the project to suggest one or more metrics that will provide evidence of economy, efficiency, effectiveness and equity.

Indicative approaches to VfM management for proposals

Table 3 describes some indicative appraisal criteria that Cities Alliance uses for assessing VfM in proposals. If a proposal is advanced for further consideration, the VfM metrics may be further defined or revised in consultation between Cities Alliance and the implementing partner.

Table 3: Indicative approaches to VfM in proposals

Describing the VfM plan	<p>The project proposal should describe how it aims to achieve or represents VfM or what the expected returns on investment are (overall or for specific project components).</p> <p><i>What are the proposed VfM metrics to address each VfM factor (economy, efficiency, effectiveness, equity)? Will the project conduct, cost performance ratio, cost-benefit analysis? Will there be transparent procurement procedures in place? How will project unit costs compare to unit costs for the same outputs in similar projects (here or globally)? Has cost bench-marking or cost-effectiveness data been presented to make the case for the project?</i></p>
Alternative project approaches	<p>The project approach should offer better VfM compared to other approaches (consider benchmarks where possible).</p> <p><i>Are alternative approaches offered or clear justifications outlined why specific approaches are selected? Have the expected results and financial costs of alternative approaches been considered?</i></p>
Robust design	<p>The proposal should outline a well-thought out design to achieve the project objectives.</p> <p><i>For example, this may include a thorough analysis of the project context and strategies for effective delivery, innovative approaches for promoting uptake or dissemination, promising technologies or delivery models, etc. What are the key aspects of the design that warranted the project's selection? How will the project address displaced persons, persons in conflict areas, disabled persons, gender, etc.</i></p>
Budget Alignment	<p>The project budgets and results indicators are aligned to allow easy VfM activity/output/outcome assessment.</p> <p><i>Budget templates should be designed in a manner that enables proper alignment to the programme components on the basis of which standard VfM calculations will be performed (e.g. by 'programme outcome'). Is the budget presented to a level of detail that will allow expenditure monitoring by component, if desired?</i></p>
Data collection (M&E)	<p>The project M&E system (indicators and data collection plans) is set up to allow for assessment project results vs. expenditures. The M&E system should also allow VfM analysis at the project level and regional (township, state) levels and for multi-region projects.</p> <p><i>Is it possible to determine the budgeted costs of the outputs and the activities that contribute to outputs? Does the project define data collection plans and have measurable indicators that allow for VfM assessments of outcomes? Is it possible to determine the budgeted costs of the outputs and the activities that contribute to outputs?</i></p>
Long-term benefits and sustainability	<p>What are the opportunities and challenges for long-term sustainability of the project or key project outputs/outcomes. Is the project likely to be sustainable, replicable and/or scalable (or to have significant impact on policy)?</p> <p><i>How will the project address long term sustainability? Is private sector involvement possible? Will the project seek to influence increased government funding; if so, how will this be measured by the project? Is other funding likely to follow the current project? What is the exit plan at project end?</i></p> <p><i>For example, are cost-recovery mechanisms in place? Are adequate documentation processes outlined for possible replication? Is there a plan for influencing policy? Projects that are sustainable (e.g. activities continue once funding ceases) will continue to generate benefits even though they may not be captured in a VfM assessment. Similarly, projects that are replicable or scalable will also have the potential to generate greater benefits if they inform the design of other projects or are able to have a wider reach.</i></p>