

Terms of Reference

2026 Evaluation of Lincoln Institute of Land Policy Africa Program

The Lincoln Institute of Land Policy is seeking a consultant to help advise the Board of Directors on the future of the organization's emergent work to strengthen municipal fiscal health and planning capacity in Africa. The work focuses on adoption and effective use of land-based financing and land policy tools within climate-responsive and inclusive urban development strategies.

Background

The Lincoln Institute of Land Policy seeks to improve quality of life through the effective use, taxation, and stewardship of land. A nonprofit private operating foundation whose origins date to 1946, the Lincoln Institute researches and recommends creative, nonpartisan approaches to land as a solution to economic, social, and environmental challenges. Through education, training, publications, and events, the institute integrates theory and practice to inform public policy decisions worldwide.

The Lincoln Institute organizes its work around three impact areas: land and water, land and fiscal systems, and land and communities. The institute's work to advance these areas is defined in a strategic document created by the Board of Directors called "[Navigating our Vision](#)." The institute also supports several centers and initiatives that focus on specific topics and issues related to our three impact areas, such as water management and scenario planning.

The Lincoln Institute's work in Africa began in the mid-2000s with a partnership with the University of Pretoria's African Tax Institute to advance continent-wide understanding of property-related taxes. The first phase of this partnership culminated in the first comprehensive treatment of this topic, *Property Tax in Africa: Status, Challenges, and Prospects* (Lincoln Institute 2017), and the establishment of a chair in municipal finance. In the late 2010s, the institute's work expanded on these early efforts to support the development of a broader variety of land-based revenue instruments and land policies at the local level through a set of educational and technical assistance initiatives. Today, the institute focuses on applying land-based financing and land policy tools, especially land value capture, within climate-responsive and inclusive urban development strategies in Anglophone Africa.

Evaluation Objectives

The consultant will assist the Board of Directors of the Lincoln Institute in its review of the institute's work in Africa. The consultant will interview appropriate institute staff and external partners, and review selected program reports, publications, and related materials.

This evaluation will help the Board assess the relevance, quality, impact, and appropriateness of the research, convening, training, network development, and other activities that comprise the institute's Africa program strategy. Given the nascent stage of the organization's work in Africa, the Board is particularly interested in feedback that helps position this program most effectively for future work. The primary questions on which the Board seeks insight include:

1. How is the Lincoln Institute's Africa program meeting institutional goals?

- a. How does the Africa program advance the broader mission of the institute as illustrated in Navigating our Vision?
- b. How well is the Africa program achieving its mission, vision, goals, and objectives? Are metrics for success being met?
- c. How effective is the institute in reaching its target audiences, particularly elected and appointed decision-makers in Africa, and how could this outreach be improved?
- d. What distinguishes the institute's work from that of other organizations addressing fiscal and urban planning issues in Africa?
- e. Is the Africa program structured and organized in ways that maximize the institute's resources, networking and partnership opportunities, and other external resources being leveraged, to help produce desired outcomes?

2. How can the Lincoln Institute make a unique contribution to municipal fiscal health and planning capacity in Africa?

- a. How could the work of the institute in Africa provide greater contributions to the fields of fiscal systems, planning, and geospatial analysis?
- b. What would distinguish the institute's work from that of other organizations addressing these issues in Africa?
- c. How well does the institute's approach to project implementation and partnership development in Africa help the institute identify and address existing and emergent issues on urbanization?

3. To the extent not addressed above, what new actions should the Lincoln Institute take moving forward to achieve its Africa program goals?

- a. Is there any activity that the institute should stop doing or turn over to another entity?
- b. Which partners should the institute engage with to advance its work in Africa?
- c. What resources should the institute be engaging to magnify this work?
- d. How should the institute measure success moving forward?

Anticipated Activities

The major elements of the evaluation are expected to be:

- 1. Review of background materials on the Africa program as provided, including self-study documentation and other key program activity reports.
- 2. Interviews with Lincoln Institute leadership, including the Board committee overseeing the evaluation, to clarify the institute's expectations and views on the institute's work on land-based financing and land policy in Africa.
- 3. Interviews with key program staff, including in-depth briefings with the chief program officer.
- 4. Interviews with key external partners and participants in Africa program activities, including decision-makers who can influence land policies.
- 5. Provision of a draft and final report responding to the evaluation questions posed that summarizes the institute's performance and recent trends, including any suggestions for future changes to the organization's Africa program to improve impact.

6. Attendance at a Board Program and Budget Committee Meeting in November 2026 as well as at a Lincoln Institute Board meeting in January 2027 to present and discuss the evaluation.
7. Regular meetings with a subcommittee of the Program and Budget Committee to review progress.

Timeline

- July 2026: Evaluation begins
- November 1, 2026: Draft evaluation report due
- November 2026: Presentation to Program and Budget Committee (date tbd)
- January 4, 2027: Revised evaluation report due
- January 15, 2027: Presentation to full Lincoln Institute Board
- April 1, 2027: Final evaluation report due

Lincoln Institute Roles. The Lincoln Institute Board is the primary audience for this evaluation. A Board committee will work directly with the evaluator(s) to answer questions and provide additional guidance. Institute staff will provide a self-study and will help provide materials, reports, background data, contact information, and logistical support as needed.

Proposal Requirements and Evaluator Qualifications. The Lincoln Institute is open to proposals from individual evaluators or evaluation teams with experience in formative or developmental evaluations. Experience evaluating programs related to municipal fiscal systems, land-based financing, community investment, and/or land valuation would be valuable, as well as prior experience working in Africa.

Proposals should include:

- Your approach to answering the evaluation questions
- Proposed evaluation stages, activities, and timeline
- Your background and the background of your team members, if applicable
- Examples of related work/deliverables, if available
- Proposed budget

Most of this work will be done remotely. The institute will fund a trip to Phoenix in January for the full Board presentation.

Budget: The budget for this project is \$60,000. Travel will be covered separately.

Please submit all proposals via email to Katie Grace Deane at kgdeane@lincolninst.edu by **May 22, 2026**.