

Terms of reference for an Individual Consultant to Facilitate Development of a Country Strategic Plan for Habitat for Humanity Malawi

1.0 Introduction

Habitat for Humanity (HFH) is a global nonprofit organization dedicated to eliminating substandard housing and homelessness. Since its inception in 1976, HFH has empowered more than 39 million people worldwide to achieve strength, stability, and self-reliance through safe and affordable housing in over 70 countries. Habitat envisions a world where everyone has a decent place to live.

Habitat for Humanity Malawi (HFHM), an affiliate of HFH International, was established in 1986 and has supported over 133,600 individuals in securing safe and sustainable housing. HFHM operates under the conviction that housing is a foundational pathway out of poverty, focusing on vulnerable group housing, disaster risk reduction and response, water, sanitation, and hygiene (WASH), sustainable construction materials, advocacy, and volunteer engagement.

In Malawi, housing inadequacy is a pressing challenge, with an estimated 58.9% of the 4.8 million housing units classified as substandard and not climate resilient. Many families reside in mud-walled, grass-thatched homes, unable to afford or access decent housing. Addressing this housing deficit requires constructing approximately 21,000 new housing units annually over the next decade.

To amplify its impact, HFHM is embarking on the development of its 2025–2030 Country Strategic Plan (CSP). This initiative aligns with the HFH Africa Strategy, which seeks to operationalize **Global Impact 2025** by addressing systemic barriers to adequate housing and empowering communities to overcome housing challenges. Guided by HFH’s values of accountability, humility, and courage, the new strategy will focus on collaboration, intersectionality, and placing people at the center of all efforts.

2.0 Scope of Work and Expected Results

The consultancy is a critical opportunity to shape HFHM’s future impact, driving systemic change and fostering collaboration to make adequate housing a reality for all Malawians. The consultancy will proceed in two phases:

Phase 1: Housing Ecosystem Context Analysis

The consultant will:

1. Analyze Malawi’s housing deficit, historical trends, and influencing factors.
2. Conduct a contextual analysis of barriers to housing access and identify trends affecting the housing ecosystem.
3. Evaluate existing housing policies, programs, and HFHM’s focus areas: habitability, basic services, land tenure, and affordability.
4. Profile population segments lacking adequate housing and assess urban and rural disparities.
5. Identify key trends shaping housing access in Malawi over the next decade.

Phase 2: Country Strategic Plan

The consultant will:

1. Review HFHM's past strategies, reports, and relevant frameworks, aligning with HFH's Global Impact 2025 and Theory of Change.
2. Conduct a SWOT analysis of HFHM's organizational capacity.
3. Perform a stakeholder analysis, mapping influencers, partners, and key decision-makers.
4. Facilitate engagement sessions with HFHM staff, stakeholders, and partners.
5. Define strategic objectives, indicators, and a comprehensive resource mobilization and advocacy strategy.
6. Develop an implementation plan, monitoring framework, and cost analysis for the 2025–2029 CSP.

3.0 Deliverables

Phase 1: Housing Ecosystem Context Analysis

- Inception report with an implementation plan
- Draft report detailing the housing deficit, trends, challenges, and strategic recommendations for the next decade.
- Final report (max. 12 pages, properly referenced, and utilizing recent data).
- Workshop to share survey findings with HFHM.

Phase 2: Country Strategic Plan Deliverables

- Inception report outlining the methodology and alignment with the Terms of Reference.
- Stakeholder engagement report summarizing key insights and stakeholder alignment.
- Draft CSP document, including strategic objectives, resource mobilization strategy, and workforce development initiatives.
- Final CSP and implementation plan with a monitoring framework.
- Validation workshop to finalize the 2025–2030 CSP.

4.0 Consultant Profile

- Proven experience in strategic planning, particularly within the housing or development sector.
- Strong knowledge of housing policy, affordable housing challenges, and WASH.
- Excellent facilitation, stakeholder engagement, and report-writing skills.
- Familiarity with Habitat for Humanity's mission and global frameworks.

5.0. Key Tasks and proposed timeline

Objectives	Detailed description	Timeline
1. Inception and preparation	<ul style="list-style-type: none"> ▪ Review draft deliverables including results of staff & partner survey and develop revised strategy roadmap 	January 8 2024
2. Desk research	<ul style="list-style-type: none"> ▪ Data, reports and strategy reviews 	January 8 -15 2024
3. Validate the Housing Ecosystem data in selected areas	<ul style="list-style-type: none"> ▪ Validate desk research study findings with key stakeholders by undertaking; <ul style="list-style-type: none"> ▪ Focus Group Discussions ▪ Key informant interviews 	January 16 - 22 2025
2. Facilitate face-to-face and virtual steering committee meetings on strategy development	<ul style="list-style-type: none"> ▪ Validate key stakeholder (staff and partners) survey results and refine draft strategy deliverables including among others: <ul style="list-style-type: none"> ○ Context/Situational Analysis ○ Stakeholders Analysis ○ External environment analysis ○ Internal environment analysis ○ Alignment with GI25 and ToC ○ SWOT/SWOC analysis of HFHM ○ Workforce analysis ○ Define key strategic objectives and indicators 	January – February22 2025
3. Review data on HFHM programs and partner institutions	<ul style="list-style-type: none"> ▪ Work with Senior Management Team to undertake review and alignment of HFHM priorities with National and District Development Plans. Key Tasks: <ul style="list-style-type: none"> ○ Desk review of NDP, selected DDPs ○ Key Informant Interviews ○ Rapid needs assessments in selected program areas ○ Consolidation, Validation and alignment of findings to the overall strategy 	January - February 2025
3. Develop the first draft of the strategy outline and suggested infographic	<ul style="list-style-type: none"> ▪ First draft based on the Strategic meeting outcomes with the vision of key SMART indicators, risks and options/approaches for National Organization effective work. 	February 26 th 2025

3. Review the draft Strategy outline in line with the comments and suggestions received in the consultation process with HFHM Board, SMT and AFR Area Office	<ul style="list-style-type: none"> ▪ Collection and compilation of review comments and suggestions to the National Organization Strategy from consultation process with HFHM Board, SMT and AFR Area Office, revision of the Strategy draft. 	March 16 th 2025
4. Finalize the Strategic Framework	<ul style="list-style-type: none"> ▪ Finalization of the Strategy. 	March 23 rd 2025

6.0 Key Criteria for Selection of the Consultant

Submitted applications will be evaluated by HFHM Internal Procurement Committee at the HFHM National Office based in Lilongwe, Malawi in close collaboration with the Core Strategy Technical Team based at the Africa Area Office and EME Area Office located in Nairobi, Kenya and Bratislava, Slovakia, respectively.

To assess the tender applications, the following **criteria** will be used (the maximum possible amount of points is 100):

6.1. Rich and Diverse Experience – (20 points): Proven experience in developing and/or building the capacities of national, regional, or global organizations or networks.

6.2. Knowledge of Global Housing and Advocacy – (30 points): Demonstrated understanding of global housing issues, with specific knowledge of the African and Malawian housing sectors. This includes:

- Expertise in designing programs and strategies using an integrated (systems thinking) approach.
- Knowledge of housing affordability and adequacy issues.
- Experience in advocacy and capacity building in social and public sector contexts.

6.3. Facilitation Skills – (20 points): Strong facilitation skills, with experience in leading group work, brainstorming sessions, and organizing productive discussions within multicultural and multilingual teams.

6.4 Strategic Planning Experience – (15 points) : Experience in facilitating strategic planning processes and developing strategic documents for international or regional organizations.

6.5 Cost Efficiency – (15 points) : Reasonable cost of services, ensuring value for money while maintaining quality in deliverables.



We build strength, stability, and self-reliance through shelter.

7.0 How to apply

Candidates that meet the above criteria are invited to submit their CVs, Letter of Interest and financial proposal by e-mail referenced under title “**Consultant for Strategy Development**” to The Chairperson Habitat for Humanity Malawi (HFHM) Internal Procurement Committee with copy to procurement@habitat.mw **by 24:00 CAT, 6th December 2024**.

The CV and Letter of Interest should clearly demonstrate the candidate's relevant competencies and experience necessary to fulfill this task. Additionally, submissions should include the following:

- i. Proposed number of working days required to complete the consultancy.
- ii. Detailed cost breakdown of services, including professional fees, any anticipated expenses, and applicable taxes.
- iii. Clear evidence of prior experience in strategy development, particularly in the housing sector or related fields, with examples of previous work where possible.

Shortlisted candidates may be requested to participate in an interview or presentation as part of the selection process. Late submissions will not be considered.

For clarification and any assistance use the address below;

The Chairperson
Internal Procurement Committee
Habitat for Humanity Malawi
Off Presidential Drive, Next to Pacific Villas, Area 14
P.O. Box 1638
Lilongwe
Email: inquiries@habitat.mw

8.0 General Conditions

The following should be noted by interested Consultants:

8.1 HFHM will sign a contract with the winning Consultant where detailed workplan and payment conditions will be determined.

8.2 The successful Consultant is obliged to provide confirmation of his/her daily rates before signing the contract. HFHM reserves the right to negotiate services cost for working days if it is not confirmed by previous records or is not affordable for HFHM.

8.3 HFHM reserves the right (but is not under obligation to do so) to enter into discussion with one or more bidders in order to obtain clarifications or additional details or negotiate the proposed cost.

8.4 HFHM reserves the right to negotiate the number of working days related to each stage of work with the Consultant. The final number of working days can change during implementation by mutual agreement between HFHM and Consultant.

If you have any questions or clarifications in relation to these ToR, please feel free to contact **Mercy Kapito** through inquiries@habitat.mw no later than **29th November 2024**

NEXT STEPS:

1. **Vetting**/panel presentation of the top 4 shortlisted firms
2. **QNS:** What gaps/missing points were noticeable by your Team in the TORs to make it complete and comprehensible?
 - a. Communications Strategy
 - b. Partnership Strategy
 - c. MEAL Framework
 - d. Safeguarding and Risk Management Framework
 - e. Change Management and Succession Plan
 - f. Financial inclusion strategy
 - g. Enterprise Risk Management Framework
3. **What's already available**/done to a large extent/resources available:
 - a. Mission, Vision, **Values, ToC**
 - b. SWOT
 - c. Stakeholder mapping
 - d. Staff Survey
 - e. Global ToC available-to be contextualized
4. **Compliance**
 - a. Certificate of Tax Clearance
 - b. Certificate of Incorporation
 - c. Powers of Attorney
 - d. Memorandum and Articles of Association
 - e. A valid Trading License
 - f. Registration Certificate with the NGO Board and CONGOMA
5. **Timelines**
 - a. **Publication of TORs -25th November 2024**
 - b. **Closing date** for receiving applications – **6th December 2024**
 - c. **Review of applications** and shortlisting – **9th – 11th December 2024**
 - d. **Panel** presentations by consultants-**16th – 17th December 2024**
 - e. **Contracting** of the consultant- **18th December 2024**
 - f. Inception meeting **19th December 2024**
 - g. Inception report- **8th January 2025**
 - h. **Daily/Weekly check-ins** with ND/SMT
 - i. **2-3 strategy development sessions-SMT/Strategy Task Team**
 - j. 1 Strategy development session-Board
 - k. 1 strategic partner session
 - l. 1 strategy alignment session with HFH AFR Area office

