

## REQUEST FOR PROPOSALS

### Documentation of the integrated systems approach to incremental housing processes and development of a five-year strategy for Habitat for Humanity in Kenya

Habitat for Humanity International is seeking the services of a consulting company or a group of consultants (consortium) to provide expert support in operationalizing an integrated systems approach to incremental housing processes and facilitate its incorporation in program strategy in the context of Kenya.

#### 1. Introduction and background

Habitat for Humanity International (HFHI) is an international non-profit organization dedicated to eliminating substandard housing and homelessness worldwide and to making adequate, affordable shelter a matter of conscience and action. Since the founding in 1976, Habitat for Humanity has helped more than 22 million people meet their affordable housing needs and obtain a safer place to sleep at night, along with the strength, stability and independence to build better lives, in more than 70 countries. In fiscal year 2018, Habitat for Humanity helped more than 8.7 million people worldwide improve their living conditions through new home construction, rehabilitation, incremental improvements, repairs or improved market access to affordable housing. An additional 2.2 million people potentially gained access to improved housing conditions as a result of our advocacy efforts, and the training in construction and financial management we provide. HFHI works through a broad network of national Habitat organizations and other strategic partners, such as corporations, financial service providers, individuals, non-governmental organizations, foundations, local governments, as well as private and third sector actors.

Currently, HFHI Europe, Middle East and Africa (EMEA) is working to re-define its programmatic focus in Sub-Saharan Africa. We realize that in order to reach sustainability and scale in advancing housing solutions, we need to think of housing from an integrated systems perspective. Housing as a very complex sector requires a systems perspective if we aim to reach sustainability and scale of interventions. We believe a systems perspective will allow us to look at the totality of the housing problem, to understand and respond to the main challenges, to address root causes of exclusion and dysfunction in housing. A systems perspective drives us to think relationally – not just about single individuals or organizations, or single sectors, or certain technical areas. We aim to understand the interactions, relationships, power dynamics, leverage opportunities in a dynamic system that is ever changing. (See annex 1 for our current thinking about applying systems approach to housing).

#### 2. Purpose, objective and audience

HFHI EMEA requires the services of a firm/consultancy that will be tasked with the following:

1. Consolidate HFHI EMEA systems thinking, approach and tools, to guide housing programming;
2. Facilitate increased shared understanding of problem areas and opportunities in the affordable housing sector in Kenya from systems perspective;

3. Develop a long-term perspective country strategy for Habitat for Humanity in Kenya for the next 5 years, complete with a theory of change and an operational plan.

The engagement will be carried out in the context of Kenya, with the expectation that the process could be extrapolated to other contexts in Sub-Saharan Africa.

The audience to this engagement and its results is Habitat for Humanity staff, engaged stakeholders and strategic partners.

### 3. Scope of work

A combination of the following activities would be confirmed after engagement with the selected consulting entity:

1. Consolidate HFHI EMEA systems thinking

- Propose and adapt a set of processes and tools for engagement, analysis and learning about systems and systemic change to apply to housing as a system (targeting low income households, further referred as affordable housing);
- Integrate conceptually affordable and incremental housing systems with market development systems;
- Support HFHI EMEA to better articulate its affordable housing sector understanding in systems terms.

2. Facilitate increased stakeholders' shared understanding of problem areas and opportunities in the affordable housing sector in Kenya from systems and long-term systemic change perspective (applying systems approach, processes and tools)

- Propose an engagement plan with affordable housing stakeholders in Kenya;
- Facilitate series of engagement with stakeholders and strategic (existing and potential) partners' to collectively:
  - Define/map in systems terms the affordable housing sector (understanding the nature of incremental housing processes);
  - Define the "boundaries" of the affordable housing system;
  - Identify the causal / influence links, feedback loops and leverage points in the affordable housing system (addressing the incremental nature of housing), including adjacent sectors:
    - Housing related policies and regulations,
    - Land management and land markets,
    - Basic services provision and organization (access to water, sanitation, solid waste management, access to energy for lighting and cooking),
    - Construction materials, and labour force,
    - Financial services for housing,
    - Social services,
    - Alternative construction materials (innovation);

- Ensure systems based affordable housing incorporates adequately cross-cutting issues/themes:
    - Resilience: climate change adaptation, disaster risk reduction; climate change mitigation, energy conservation, environmental sustainability:
    - Inclusion and equity: gender mainstreaming (needs and assets) and women empowerment, needs of vulnerable groups, youth, cultural adequacy, market access.
  - Analyze under what circumstances long-term owners/drivers of affordable housing would improve/change their driver's role by better understand stakeholders' mandates, motivations, incentives and appetite for partnering for systemic change:
    - Central government,
    - Municipal (county) government,
    - Self-organized groups of home seekers and/or registered entities (CBOs, SACCOs, housing cooperatives, resident federations),
    - Housing related product and service providers, including construction companies/ developers,
    - Financial sector, including MFIs and cooperatives.
3. Develop a long-term perspective country strategy for Habitat for Humanity in Kenya for the next 5 years, complete with a theory of change and an operational plan
- Analyze affordable housing needs (supply and demand) in Kenya with specific focus on recent developments, challenges and opportunities;
  - Analyze political economy (challenges and opportunities) in the implementation of affordable housing in Kenya;
  - Review key HFHI documents and identify strategic direction/issues especially as related to/supports systems thinking and application;
  - Based on the strategic issues/objectives, identify specific interventions needed to sustainably address affordable housing in Kenya (based on stakeholders' consultations); prioritize activities to be undertaken and critical targets to be achieved in the next five years;
    - Ensure that issues of resilience, climate change, environmental sustainability, gender, youth, market access, technologies, inter alia are adequately addressed in the plan.
  - Facilitate the development of an implementation plan that should include
    - Strategic objectives,
    - Targets to be achieved,
    - Programmatic interventions,
    - Activities, time frame,
    - Implementing entities (HFHI units/departments, lead and supporting, partners), indicative resources required.
  - Develop a monitoring and evaluation plan for implementation for the strategy including a theory of change and log frame(s);
  - Facilitate EMEA identification of its competitive advantage in Kenya housing context.

#### 4. Methodology and process

Exact methodology to be determined based on the consultant's recommendations and final decision of designated Habitat for Humanity staff. It will involve in-depth review of HFH's key documents, key national and sectoral policies and plans, among other documents. Consultations will be undertaken with key stakeholder institutions and individuals consisting of public, private and civil society actors/representation as well as any other stakeholders as HFH may guide at the onset of this exercise. At least one workshop in Kenya is expected to take place during the assignment. Minimal travel is envisaged within the country.

The assignment will be undertaken through overall coordination of HFHI EMEA designated staff. Regular and as needed project management meetings with designated staff will be held.

#### 5. Deliverables, schedule and budget

We will entertain recommendations on project schedule and budget from consulting entity. Additionally, we will entertain suggested amended deliverables, but we would expect to receive the following:

- An inception plan with a timeline, covering the three areas of the scope of work,
- A report and recommendations documenting stakeholders' and partners understanding of affordable housing system in Kenya (taking into consideration the incremental nature of housing processes),
- A paper documenting an affordable housing methodology based on systems approach,
- HFHI EMEA strategic direction/objectives for next 5-years document,
- Operational plan for Habitat for Humanity operations in Kenya.

The total budget allocated to this assignment is 70,000 (seventy thousand) US Dollars. The assignment will be carried out between June and September 2019.

#### 6. Required competencies and experience

The successful consulting entity will have the following mix of expertise:

- Experience and proven record in applying systems approaches to complex developmental problems
- Knowledge in markets development approaches
- Proven record in facilitating engagement with various shareholders across multiple sectors (both communities, public and private)
- Excellent facilitation skills
- Experience in monitoring and measuring systems change
- Broad understanding of the housing sector in Kenya
- Experience of undertaking assignments in multi-cultural settings in Kenya
- Excellent analytical, writing and presentation skills
- Proficiency in spoken and written English and Kiswahili.

## 7. Submission process

### Submission guidelines

Habitat for Humanity invites proposals from consulting entities/consortia with the experience and skills described above. Please send the following to [srojaswilliams@habitat.org](mailto:srojaswilliams@habitat.org), copying [myoveva@habitat.org](mailto:myoveva@habitat.org) and [jotima@habitat.org](mailto:jotima@habitat.org) by May 30, 2019. Please limit responses to a maximum of 10 pages (not counting CVs). Consulting entities must submit the following information to be considered:

- Corporate overview (Legal name, year of incorporation, number of directors, tax compliant certificate, CR12 form etc.),
- Description of all products and services supplied relevant to this ToR
- Client references (3)
- Understanding of this assignment
- Description of proposed methodological approach
- Description of deliverables
- Estimated budget in Kenyan shillings breakdown and resources required (Costs include, but are not limited to, fixed pricing & deliverables, billable hours, travel expenses, taxes, etc.)
- Project schedule & work breakdown structure, which identifies timelines, key milestones, project phases, or other project plan information.
- Annexed to the proposal should be CVs for each team member who would participate in the assignment.

### RFP reception

By responding to this RFP, the applicant agrees to be responsible for fully understanding the requirements or other details of the RFP and will ask any questions to ensure such understanding is gained. Habitat for Humanity International retains the right to disqualify consultants who do not demonstrate a clear understanding of our needs. Furthermore, the right to disqualify a consultant extends past the contract award period and HFH will be at no fault, cost, or liability.

### Good faith statement

All information provided by HFH is offered in good faith. Specific items are subject to change at any time based on business circumstances. HFH does not guarantee that any particular item is without error. HFH will not be held responsible or liable for use of this information or for any claims asserted therefrom.

### Communication

Communications shall not be effective, unless a specified employee who is responsible for managing the RFP process formally confirms these communications in writing. In no case shall verbal communication govern over written communications.

## 8. Selection process and criteria

Phone interviews with eligible candidates will be held on 3-5 June, 2019. Final selection will be determined by June 7.

All proposals will be evaluated systematically, based on the following key criteria:

- Quality of the methodological proposal: aspects that will help us to assess their suitability for that which is proposed in the RFP, quality of the proposal, feasibility, etc.
- Profile and competencies of the consulting team: knowledge, experience, composition and other necessary competencies.
- Suitability of the financial proposal: for the activities laid out in the methodology, within the financial possibilities of the project, etc.

### **Short-list Selection**

Consulting entities who have demonstrated their capacity to meet our needs will be contacted via phone and/or email to be notified of their selection to move forward in the RFP process. Consulting entities, who have not been selected, will not be contacted.

## 9. Other provisions

### **Waiver Authority**

HFH reserves the right, at its sole discretion, to waive minor irregularities in submittal requirements, to request modification of the response, to accept or reject any or all responses received, and/or to cancel all or part of this RFP at any time prior to awards.

### **Disclaimer**

This RFP does not commit HFH to award any funds, pay any costs incurred in preparing a response, or procure or contract for services or supplies. HFH reserves the right to accept or reject any or all responses received, negotiate with all qualified Respondents, cancel or modify the RFP in part or in its entirety, or change the response guidelines, when it is in its best interest.

### **Changes/Amendments to RFP**

This RFP has been distributed electronically using HFH's email system. Any update and/or changes will be communicated by this process.