**TERMS OF REFERENCE FOR**

**ENDLINE EVALUATION OF THE NATIONAL STRATEGY (2020-2025).**

**1 INTRODUCTION**

**Habitat for Humanity (HFH) Kenya** is a Public Benefit Organization (PBO) registered in 1982, with the goal of enabling low-income families to access adequate and affordable housing. Globally, we are part of a network of 70 country affiliates under Habitat for Humanity International. In Kenya, we implement projects in Laikipia, Homa Bay, Tana River, Machakos, Kajiado, and Kisumu—advancing our mission of putting “God’s love into action by bringing people together to build homes, communities, and hope.” We envision a nation where every family has a decent place to live.

**HFH Kenya** has completed its five-year strategy (2020–2025) that was developed using an Integrated Systems Approach to Incremental Housing Processes (ISA2IHP). This systems-based perspective marked a shift from a linear approach to relational thinking—recognizing the interconnections between different sectors and stakeholders. Housing was viewed as a long-term, incremental process that relies on cross-sectoral interventions, including water, sanitation, energy access, land, policy reform, and construction. These elements were considered across various levels of governance, actors, and geographic contexts. The Strategy focus was as illustrated in the table below.

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| **Programs** | **Objective** | **Products and Services** |
| Financing for Owner Led Construction (FOC) | To ensure that the low-income households have access to appropriate and affordable financial services for housing | * Capacity development of savings groups * Stimulate ability of low-income households to use savings mechanisms * Stimulate the usage of sound housing financing strategies and financial products e.g. online platforms, savings, collective action, loans, etc * Linkages with financial instruments or institutions |
| Settlement Based Practice (SBP) | To see safe, resilient and healthy communities settled within quality housing and with access to basic services and infrastructure | * Developing Community Action Plans * Ensure partnership arrangements * Organize community structures * Manage and implement interventions in housing, energy, WASH and infrastructure |
| Secure Land Tenure (SLT) | To ensure more families and communities live with secure land tenure | * Collating learning and evidence to inform advocacy for change systems and policies * Explore more efficient ways of delivering Titles and other options |
| Disaster Risk Reduction and Response (DR3) | To strengthen the long term recovery and resilience of disaster affected families in selected communities | * Supporting resettlement through construction or repairs, * Training of vulnerable community members * Information dissemination * Restoring or improving the means of housing production |

**2. PURPOSE OF THE CONSULTANCY**

The purpose of this consultancy is to engage a consultant to assess the performance of HFH Kenya’s National Strategy (2020–2025). This Terms of Reference (ToR) outlines the scope and expectations for the Endline Evaluation of HFH Kenya’s 2020–2025 National Strategy.

The Endline Evaluation will assess the relevance, efficiency, effectiveness, and sustainability of the HFH Kenya National Strategy (2020–2025). The evaluation aims to measure the extent to which planned results were achieved across all programmatic focus areas, while drawing out key lessons and generating evidence to support institutional learning. Additionally, the evaluation will serve as a critical input into the development of HFH Kenya’s National Strategy (2026–2030).

The consultant will be expected to translate evaluation findings into forward-looking recommendations, directly contributing to the design and formulation of HFH Kenya’s future programmatic and strategic direction. This evaluation is intended to strengthen organizational accountability while informing adaptive and responsive planning for the next five years.

## 2.1 OBJECTIVES OF THE CONSULTANCY

The Consultancy objectives are:

1. To conduct an Endline Evaluation of the HFH Kenya National Strategy: 2020-2025

2.1.1 **Specific Objectives for the Endline Evaluation**

1. Assess Programmatic Achievements and Lessons Learned. Achievement of set outputs and outcomes in housing, WASH, land tenure, livelihoods, and climate resilience; quality and coverage of services delivered; extent of behavior change achieved; uptake of innovations; challenges encountered; and documented lessons for scale-up.
2. Evaluate Relevance, Efficiency, Effectiveness, and Sustainability

Alignment of project objectives with HFHK strategic priorities, donor goals, and community needs; efficiency in resource utilization (budget, staff, time); effectiveness of strategies in achieving intended results; sustainability of outcomes in terms of community ownership, institutional support, and integration into county/national systems.

1. Provide Strategic Insights and Forward-Looking Recommendations

Opportunities for scaling successful approaches; gaps in program design and delivery; positioning within Kenya’s housing, WASH, and land sectors; strategic alignment with donor priorities and national policies; and entry points for future programming.

1. Develop a Report guided by questions in Annex 1.

Report structured around agreed evaluation questions; triangulation of qualitative and quantitative data; clear presentation of findings, lessons, and actionable recommendations tailored to HFHK, donors, and partners

1. Assess Diversity, Equity, and Inclusion (DEI) in Project Design, Implementation, and Outcomes. Representation and participation of women, youth, and persons with disabilities; equity in access to services and resources; inclusivity of processes and decision-making; barriers faced by marginalized groups; extent to which interventions promoted fair and inclusive outcomes.

3. SCOPE

The Endline evaluation will assess achievement of the previous National Strategy (2020-2025) with emphasis on result of each focus area. The final evaluation will build on existing progress reports, monitoring reports, and related assessments/evaluations, as well as reports of related institutional processes. In addition, the evaluation will assess how HFH Kenya’s programming aligns with the HFHI’s Global Metric Tool (GMT) and 50 for 50 Strategy (2025-2027). The consultant will examine HFH Kenya’s contribution towards Africa’s regional objectives, including strengthening resilience, amplifying community voice, addressing systemic barriers, and promoting inclusive housing access for vulnerable groups—especially women, youth, people with disabilities, and those affected by climate- and conflict-related displacement. The Endline Evaluation will also serve as a foundational input into the development of HFH Kenya’s next National Strategic Plan (2025–2030).

The consultant will adopt a participatory and inclusive approach, ensuring that insights are grounded in the lived experiences and perspectives of those involved in or affected by the previous National Strategy. Stakeholders to be involved will include:

* **Internal stakeholders**: HFHK national and regional office staff, cross-cutting issue focal points (e.g., gender, safeguarding, climate), program leads, MEAL team, and the Executive leadership team. They will provide strategic and technical guidance, ensure alignment with organizational priorities, share project data and thematic expertise, and facilitate access to communities and partners. They will also participate in KIIs and validation workshops.
* **Governance stakeholders**: Members of the Board of Directors and relevant Board committees. Their role will be to ensure oversight and accountability by contributing strategic insights on governance and policy, engaging in high-level discussions, and validating lessons and recommendations.
* **External stakeholders**: Community beneficiaries, government representatives (especially from county governments in Homabay, Kisumu, Laikipia, and Machakos), partner organizations, local implementing agencies, sector actors (e.g., WASH, housing, land), and donor representatives. This group includes community beneficiaries, government representatives (especially from county governments in Homabay, Kisumu, Laikipia, and Machakos), partner organizations, local implementing agencies, sector actors in WASH, housing and land, and donor representatives. Community members will provide feedback on project relevance, effectiveness, and impact through surveys and FGDs, while supporting inclusive participation. County government officials will ensure policy alignment, share technical guidance and data, and participate in validation forums. Partner organizations and implementing agencies will provide monitoring data, operational insights, and logistical support during fieldwork. Sector actors will contribute comparative practices and sectoral trends, validating the evaluation against national and sector priorities. Donors will ensure accountability and compliance with requirements, provide strategic direction, and validate deliverables through feedback and review.

Stakeholders will contribute towards Informing the evaluation design and tools; Participating in interviews, focus group discussions, and validation sessions; Reviewing draft findings and providing feedback.

4. APPROACH AND METHODOLOGY OF THE CONSULTANCY  
A variety of methodologies will be applied: to ensure the evaluation is comprehensive, participatory, and evidence based. The consultant will begin with **entry meetings** with HFHK and key stakeholders to agree on the evaluation scope, objectives, and expectations. A **detailed work plan** outlining the process, timelines, and responsibilities will be developed and agreed upon prior to fieldwork.

The methodology will combine both **qualitative and quantitative approaches**, including desk review of project documents, household surveys, focus group discussions (FGDs), key informant interviews (KIIs), case studies, and observation checklists. Participatory tools will be used to capture community perspectives and ensure inclusivity across gender, age, and vulnerable groups. Triangulation of data from different sources will strengthen validity and reliability of findings. Finally, **validation workshops** will be held with stakeholders to review preliminary results, refine recommendations, and agree on next steps.

**4.1. Desk Review**

The consultant will undertake a comprehensive review of relevant documents, including:

* The National Strategy (2020-2025)
* Midterm Evaluation Report
* Annual and semi-annual reports including the, program performance data
* Monitoring and Evaluation (M&E) frameworks
* The Housing Ecosystem Analysis (HEA)
* HFHI’s Africa Regional Strategy (2022–2026)
* Global housing sector best practices

**4.2. Stakeholder Engagement and Participatory Learning**

In-depth consultations will be conducted with a wide range of internal and external stakeholders, including HFHK staff, board members, donors, county government officials, partners, and beneficiary communities. These engagements will:

* Inform the evaluation design and validate findings
* Elicit perspectives on strategic priorities, community needs, and emerging opportunities

**4.3. Field-Based Data Collection**

Primary data collection will take place in the four counties of implementation (Homa Bay, Kisumu, Laikipia, and Machakos), using tools such as:

* Household surveys
* Focus Group Discussions (FGDs)
* Key Informant Interviews (KIIs)
* Site observations

The gathered data will inform the Endline Evaluation, particularly in identifying programmatic areas for scale-up, innovation, or exit.

**4.4. Data Analysis and Triangulation**

The collected data will be triangulated using a combination of qualitative and quantitative analysis methods. The evaluation will assess performance against the OECD-DAC criteria (relevance, efficiency, effectiveness, sustainability, and potential impact).  
Findings will be synthesized to draw out key lessons and future considerations, which will feed directly into strategic reflection sessions for the next strategy.

**4.5. Validation and Iteration**

A validation workshop will be held with HFHK leadership, program teams, and key stakeholders to review both preliminary evaluation findings. Feedback will be incorporated before finalizing the evaluation report.

**4. 7. Ethical and Safeguarding Compliance**

The consultant will ensure full compliance with ethical standards in data collection, including:

* Informed consent and confidentiality
* Protection of vulnerable groups (e.g., women, children, persons with disabilities)
* Adherence to HFHK's safeguarding policies  
  If required, ethical clearance will be sought from a recognized Institutional Review Board (IRB).

A small Reference Group will be established to oversee the process with members from the Programs, Finance, Partnerships, Communications and Human Resources. The Reference Group will be responsible for reviewing and approving main evaluation deliverables, including the inception report, drafts, and final evaluation report.

5. KEY DELIVERABLES FOR THIS CONSULTANCY  
The consultant is expected to deliver high-quality outputs for the Endline Evaluation of the previous National Strategy (2020–2025). Deliverables will include the following:

**Deliverables under the Endline Evaluation of the National Strategy (2020-2025)**

1. **Inception Report with Evaluation Work Plan**  
   A detailed document outlining the evaluation methodology, tools, sampling, timeline, and roles. Once approved, this will serve as the guiding framework for the evaluation assignment.
2. **Draft Evaluation Report**  
   A preliminary report presenting the evaluation findings, analysis, and initial recommendations. This will be reviewed by HFHK for feedback and refinement.
3. **Final Evaluation Report**  
   A comprehensive final report (not exceeding 40 pages, excluding Executive Summary and Appendices) that includes:
   * + Key findings, conclusions, and actionable recommendations
     + Disaggregated data and analysis by region and thematic area
     + Lessons learned for future programming and planning
     + A user-friendly Executive Summary and relevant appendices

**6. Timelines**

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| **Key Steps** | **Tentative Timelines** | **Deliverables** | **Remarks** |
| 1. Desk review of HFHK documents (Business Plan, HEA, M&E reports, Midterm Evaluation, HFHI frameworks, etc.) | Oct 20 – Oct 26, 2025 | Annotated findings and synthesis note to inform the evaluation. | Foundation for both evaluation baseline |
| 2. Design and finalize evaluation tools | Oct 27 – Oct 31, 2025 | Evaluation framework, data collection tools. | Joint tools will maximize efficiency; participatory design |
| 3. Train enumerators and prep for strategic consultations | Nov 01 – Nov 7, 2025 | Training reports, pilot test outputs, and tools for data and workshop facilitation | Sessions tailored to serve both evaluation and planning needs |
| 4. Conduct data collection & key informant interviews | Nov 8 – Nov 14, 2025 | Raw data (qualitative & quantitative), stakeholder perspectives for planning | Will inform findings and future priorities |
| 5. Develop database and enter data | Nov 15 – Nov 21, 2025 | Clean datasets for evaluation | Enables use of current evidence for strategic forecasting |
| 6. Analyze data and draft preliminary evaluation findings | Nov 22 – Nov 24, 2025 | Summary of performance, strategic opportunities, and alignment gaps | Will inform planning sessions and reporting |
| 7. Facilitate strategic reflection workshops based on findings | Nov 25 – Dec 01, 2025 | Workshop reports, SWOT analysis, strategic direction drafts | Involves HFHK staff, leadership, and key partners |
| 8. Finalize Endline Evaluation Report | Dec 02 – Dec 8, 2025 | Final report with lessons, recommendations, and impact narrative | Feeds directly into strategy formulation |

**7. QUALIFICATIONS AND EXPERIENCE OF THE CONSULTANCY TEAM**

The Endline Evaluation of previous National Strategy (2020-2025) will be conducted by an independent consulting firm with demonstrated experience in conducting high-quality evaluations for complex, multi-sectoral programs. The consultancy team must meet the following qualifications:

* A Minimum 10 years of progressive professional experience in program evaluation, organizational performance assessment, and strategic planning in the international development or humanitarian sectors. Specific experience in housing and settlement assessments, as well as evaluating multi-sectoral projects integrating WASH, land tenure, livelihoods, and climate resilience, will be considered highly valuable in the context of HFHK’s work.
* Proven track record in designing and conducting endline or summative evaluations for multi-year strategies, frameworks, or programs.
* Experience working with non-profit organizations, INGOs, or multi-stakeholder partnerships, preferably in the housing, WASH, or community development sectors.
* Advanced academic qualifications Master’s degree or higher in Monitoring & Evaluation, International Development, Social Sciences, Public Policy, Strategic Management, or a related field.
* Training or certification in evaluation methodologies, results-based management (RBM), or strategicplanning is an added advantage.
* Demonstrated ability to apply qualitative and quantitative evaluation methods, including mixed methods approaches.
* Strong skills in data analysis, indicator tracking, and translating findings into actionable recommendations.
* Experience in stakeholder engagement, including participatory evaluation techniques and facilitation of workshops.
* Excellent communication skills in English (oral and written); proficiency in Kiswahili or local languages is a plus.
* Knowledge and practical experience in the housing sector, with particular emphasis on affordable and adequate housing, land tenure, WASH, disaster risk reduction, and settlement-based interventions.
* Team Composition and Roles
* **Principal Researcher**: Senior level with 10+ years of experience, ideally with a Master's or Ph.D. in a relevant area.
* **Mid-Level Researchers**: 7+ years of experience, focusing on research implementation and data collection.
* **Field Supervisors**: Should have qualifications similar to mid-level researchers with a preference for local knowledge.
* **Database Manager/Data Analysts**: Experienced in data management and analysis with skills in using software tools for quantitative and qualitative analysis.
* **Data Collectors**: Individuals with qualifications and experience in surveys or assessments.

**8. APPLICATION PROCESS AND SELECTION**

EVALUATION FORM

The technical and financial proposals of the candidates will be evaluated using the following matrix:

EVALUATION CRITERIA

ENDLINE EVALUATION OF THE NATIONAL STRATEGY (2020-2025)

Bids were subjected to one stage of evaluation, namely:

1. Stage 1: Preliminary evaluation.
2. Stage 2: Technical evaluation
3. Stage 3: Financial evaluation

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| Step | TECHNICAL PROPOSAL | Maximal  Point | Percentage Weight (%) |
|  | *These are mandatory documents to be attached to the tender dossier. Absence of any of these documents will lead to the Consulting firm being disqualified and will not be considered for the next stage of evaluation.*    1.Certificate of Incorporation  2.Upto date Tax Compliance Certificate  3.CR 12 form | Yes/No | 70% |
|  | A. EDUCATION | 10 |
| The Principal Researcher should have advanced academic qualification (master’s degree or higher). Attach academic certificate.  PhD - 10 points  Master's degree (bachelor’s degree) 5 points  In the areas related to this consultation, as indicated in the  Terms of Reference |  |
| B. GENERAL EXPERIENCE | 10 |
| Industry experience: The consulting firm should have a minimum of ten years’ experience in international development, result-based management (RBM) , Monitoring & Evaluation, Social Sciences, Development Studies, Public Policy, Education, organizational learning and strategic planning, or a related field, Proven experience in end line evaluation of national strategy, particularly in the design and facilitation of participatory strategic planning processes for non-profits, INGOs, or development organizations. Experience with institutional assessments (governance, efficiency, effectiveness, sustainability). Experience in report writing and presentation for both technical and non-technical audiences  Demonstrated expertise in conducting institutional, programmatic, and impact evaluations, with the ability to synthesize findings into actionable recommendations and forward-looking insights.  Knowledge and practical experience in the housing sector, with particular emphasis on affordable and adequate housing, land tenure, WASH, disaster risk reduction, and settlement-based interventions for Non-For-Profit organizations and at least 5 major donors in the last 7 years. (Check the profile and their website) – Attach profile  10 years and over.. (10) points  7 to 10 years (7) points  4 to 7 years………….(5) points |  |
| C. SPECIFIC EXPERIENCE | 25 |
| The consulting firm should have experience in conducting end-line evaluation of national strategy for Non-For-Profit organizations within the last 7 years – Attach 5 contracts or service completion certificates  5 Points for each contract of similar consultancy/service completion certificate attached. |  |
| D. STAFF | 20 |
| Mid-Level Researcher – 7 + Years of experience, focusing on research implementation and data collection – Attach CV and relevant academic certificate (5 Points) 2.5 points for the CV and 2.5 points for the Academic Certificate.  Field Supervisor – 7 + Years of experience, focusing on research implementation and data collection – Attach CV and relevant academic certificate (5 Points) 2.5 points for the CV and 2.5 points for the Academic Certificate.  Database Manager/Data Analysts – Experience in data management – Attach CV and relevant academic certificate (5 Points) 2.5 points for the CV and 2.5 points for the Academic Certificate.  Data Collector – Experience in survey or assessment - Attach CV and Relevant academic certificate (5 Points) 2.5 points for the CV and 2.5 points for the Academic Certificate. |  |
| E. METHODOLOGY AND WORK PLAN | 35 |
| Methodology  Understanding the objectives and scope of assignment (10 points)  Demonstrate understanding on how to execute all the tasks (15 points)  Work Plan  The proposed timelines to conduct and complete the consultancy are in line with the TOR, check if the timelines are reasonably allocated to allow completeness of the assignment and the logical flow of tasks - 10 points |  |
| HIGHEST SCORE FOR THE TECHNICAL EVALUATION (100 \*70%) | 70 |
|  | FINANCIAL PROPOSAL | 30 | 30% |
| CRITERIA FOR THE EVALUATION OF FINANCIAL PROPOSAL |  |
| The maximum number of points will be rewarded with the lowest financial proposal. All other proposals will receive points in proportion to the following formula:  P = y (μ / z)  Or:  p = Rating of the evaluated financial proposal  y = maximum number of points awarded to the financial offer  μ = amount of the lowest bid  z = amount of the evaluated proposal | |

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| **Applications should be submitted to:** |
| Any questions regarding this Request for Proposal should be sent to **procurement@hfhkenya.org** no later than **08th October 2025**. Responses will be published via the following link [VIEW RESPONSES](https://habitatforhumanityke-my.sharepoint.com/:f:/g/personal/modix_wanyanga_hfhkenya_org/EhSVxT6NpDNHg_49_edM1vsB1RXoqlNHTaqsVnONr2GbDw?e=sNKVN2) by **13th October 2025**.  **Eligibility** Please note that the application is open to **consultancy firms only**.  **Submission Instructions** Completed applications should be submitted in a sealed envelope clearly marked with the tender reference and addressed to:  **The National Director** Habitat for Humanity Kenya CVS Plaza, 3rd Floor 197 Lenana Place, Lenana Road Nairobi, Kenya  **Tender Box Location**: CVS Plaza, 3rd Floor Reception **Telephone**: +254 717 454 380 / 020 2572812 |
| Deadline: **5.00 PM on the 17th of October 2025** |

**Annex: 1: Illustrative Questions for the Endline Evaluation**

**Relevance**

* To what extent were the Business Plan objectives and interventions aligned with national housing priorities, community needs, and donor expectations?
* How effectively did the Plan respond to emerging challenges, including the COVID-19 pandemic, climate risks, and socio-economic shifts?

**Effectiveness**

* To what extent did HFHK achieve its strategic results across the four programmatic areas?
* What specific contributions did HFHK make to improving access to Affordable and Adequate (AA) housing in the target counties: Homabay, Machakos, Laikipia, and Kisumu?

**Efficiency**

* Were the resources (financial, human, technical) used efficiently in delivering the planned outputs and outcomes?
* How did coordination across internal departments and with partners contribute to timely and cost-effective delivery?

**Sustainability**

* To what extent are the results and systems established under the Business Plan likely to be sustained beyond the project period?
* What mechanisms (e.g., local ownership, policy engagement, community capacity) have been put in place to ensure sustainability?

**Institutional Performance and Accountability**

* How effective were HFHK’s program planning, management, and monitoring systems in promoting a results-oriented culture?
* Did organizational structures and incentives support transparency, accountability, and learning?

**Integration of Cross-Cutting Issues**

* How effectively were cross-cutting issues—such as gender equality, youth inclusion, disability, climate change, and human rights—integrated into program design and implementation?

**Strategic Learning and Future Orientation**

* What key lessons and insights from the Business Plan period should inform the development of HFHK’s 2026–2030 Strategic Plan?
* What shifts in context, partnerships, or community priorities should be reflected in the new strategy?