

Development of Habitat for Humanity India's Country Strategy 2025-2030.

Request for Proposal for Consultancy Services from a firm or an individual consultant to develop Habitat for Humanity India's Country Strategy 2025-2030

About Habitat for Humanity India

Driven by the vision that everyone needs a decent place to live, Habitat for Humanity began in 1976 as a grassroots effort. The housing organisation has since grown to become a leading global nonprofit working in more than 70 countries. In India since 1983, Habitat for Humanity has supported more than 38 million people by helping them build or improve a place they can call home, build improved sanitation units and provide humanitarian aid and disaster resilient shelter solutions in the aftermath of natural disasters.

Through financial support, volunteering or adding a voice to support affordable housing, everyone can help families achieve the strength, stability and self-reliance they need to build better lives for themselves. Through shelter, we empower.

To learn more, donate or volunteer, visit www.habitatindia.org

Purpose of the Consultancy

Habitat for Humanity India's (Habitat India) country strategy phased out in 2022. Habitat India is seeking support from qualified individual consultants or firms to facilitate the development of new country strategy for the period 2025-2030.

The new strategy development process should:

- Review our past and current programmes with the changing external and donor landscapes impacting housing in India.
- Evaluate different operational / programme methods based on the review, recommending the most suitable model based on the needs of the selected Habitat India target group/s, organisational strengths and goals.
- Engage our staff and key stakeholders in the process.
- Align with relevant Government of India initiatives on large scale housing programmes at central and state level such as Pradhan Mantri Awas Yojana (Prime Minister's Housing Scheme).
- Align with global and regional Habitat for Humanity strategies and the 'Build and Influence' strategic approach.

The new Country Strategy 2025-2030 will guide Habitat for Humanity India's work for the next five years, including programme planning, operations, fundraising, volunteering, communications, and safeguarding. It will also consider India's changing social, environmental, and policy landscape, including frameworks for policy, advocacy, campaigns, partnerships, volunteering, communications, and funding strategies, to achieve large-scale impact amid expected changes locally, regionally, and internationally.

The country strategy must position Habitat for Humanity India as a market leader in bringing scale and impact in the sphere of housing integrated with WASH (water, sanitation and hygiene), disaster risk reduction and response, climate resilience and environment friendly building technology and volunteer programmes.

List of Key Documents to be Studied and Analysed by the Individual Consultant / Firm:

- Habitat for Humanity International's Theory of Change
- Habitat for Humanity International's Global Strategic Framework
- Build and Influence Strategic Approach
- Housing Ecosystem Analysis and Strategic Planning for Habitat's India Country Strategy
- Habitat India's Programme Strategy document
- Habitat for Humanity's Brand Guidelines

Key Outcomes:

1. **Habitat for Humanity India Country Strategy 2025-2030:** A final validated Country Strategy 2025-2030 for Habitat for Humanity India - in different formats as required (PDF, PPT, Word etc) - incorporating feedback from key internal and external stakeholders as decided by Habitat India.
2. **Clear Roadmap:** The final strategy document should provide a clear roadmap for Habitat India's strategic direction for next 5 years clearly illustrating the operational model, programme focus areas including - disaster response, preparedness and risk reduction interventions, climate resilient and environment friendly building models and technologies, WASH (integrated with housing), volunteer programmes - target population and geographies in line with Habitat's global and regional strategies.
3. **Build and Influence Approach:** The strategy document should adhere to the Build and Influence strategic approach of Habitat for Humanity by clearly elucidating the operational model under 'Build' and developing a clear advocacy strategy under 'Influence'.
4. **Resource Development Strategy:** An analysis of the fundraising landscape and actionable recommendations to enhance Habitat India's resource development (fundraising) efforts across corporate, institutional (bilateral and multilateral), and individual giving channels.
5. **Work Plan:** A detailed work plan with timelines based on the scope of work given below.

Scope of Work:

- The scope of work outlined in this document serves as a guide for the consultant (individual/s / firm) to develop final Country Strategy 2025-2030.
- The consultant is expected to include a detailed work plan with timelines in their proposal.
- Any changes to the work plan can be discussed during the inception phase and implemented upon mutual agreement in writing.

Milestone	Major Activities	Deliverable
1. Evaluate to understand area of concentration	1.1 Review housing ecosystem analysis report of Habitat India, Build and Influence approach and other related documents (as listed in the section above) on Habitat India's ability to serve the housing deficit.	
	1.2 Discuss and validate data of interest and possible recommendations.	
	1.3 Conduct organisational SWOT analysis.	Organisational SWOT
	1.4 Validate and process findings.	
	1.5 Identify organisational competency and comparative advantage.	Competency and comparative advantage report
	1.6 Agree on Habitat India's housing focus: affordability, tenure, basic services, etc. for deep dive.	
	1.7 Identify local data and research requirements and adjust project plans.	Adjusted project plan
	1.8 Draft inception report.	Inception report
2. Deep dive: data collection and analysis on the area/s of focus	2.1 Collect secondary data for context analysis.	Specific Housing Sector data
	2.2 Conduct context analysis.	Context analysis
	2.3 Validate findings, identifying and better understanding of possible organisational programme or operational focus.	

2.2 Stakeholder Mapping	2.2.1 Conduct stakeholder mapping on the identified programmes.	Stakeholder map and report
	2.2.2 Validate stakeholder maps and feedback.	
2.3. Assessment One	2.3.1 Consolidate analysis with stakeholder mapping and write assessment report.	Consultant's report on Assessment One
	2.3.2 Validate information and report.	
3. Community Assessments and Stakeholder Discussions	3.1 Identify possible target population.	Target population report
	3.2 Collect data on target populations and communities to implement scalable housing programs.	Consultant's report on target populations
	3.3 Confirm / select target populations.	Final target population
	3.1 Focus Group Surveys	
	3.1.1 Develop focus group survey questions.	Focus group and householders survey
	3.1.2 Conduct focus group sessions	
	3.1.3 Write up focus group findings	Focus Group Discussion report
	3.1.4 Validate data and include them in the consolidated assessment report	Consolidated assessment report
	3.2 Stakeholder Discussions	
	3.2.1 Facilitate workshop with key stakeholders (e.g., Government of India, donors, key partners) presenting programme and target population findings for feedback and possible partnerships.	
	3.2.2 Write consolidation report to include stakeholder discussions.	Consultant's report on Assessment Two
	3.2.3 Feedback / validate report.	
	3.3 Resource Development / Fundraising	
	3.3.1 Analyze the fundraising landscape in India and existing resource development strategies and segments of Habitat India (Corporate Giving, Individual Giving, Institutional giving through bilateral / multilateral organisation, philanthropists)	Resource Development Analysis
	3.3.1 Market scope and opportunities mapping.	Market scope report
3.3.1 Recommend improved strategies for resource development.	Fundraising strategies	
4. Country Strategy Report	4.1 Compile Housing Ecosystem final report	Workshop write-up
	4.2 Develop Habitat India Country Strategy	Country Strategy report
	4.3 Internal stakeholders feedback / validation of report findings	Workshop write-up
	4.4 Town hall update and sensitise staff	N/A
4.1 Feedback and Revision	4.1.1 Consolidate feedback and revise strategy.	Revised Country Strategy report
	4.1.2 Re-present and finalize strategy as needed.	Final Country Strategy report

- **Project Timeline:**
 - The selected individual/s, firm should complete the assignment and submit the approved key outcomes before 15th January 2025.
 - The consultant is expected to include a detailed work plan with timelines in the proposal while applying for this assignment.
- **Final Documents:** Submit the documents in PDF, editable word document, PPT (power point presentation) and any other format as required by Habitat for Humanity India.
- **Communication:**
 - The communication focal point for this consultancy will be Habitat India's National Director.
 - The Senior Leadership Team, Management Team and a core strategy review group will provide oversight and coordinate technical inputs and support, as well as monitor the research.

Methodology

The strategy development process will employ participatory and collaborative methods, ensuring ownership by Habitat India's team. This will include:

- Conduct participatory and extensive consultations with key internal and external stakeholders of Habitat for Humanity India along with field visits to field office and project sites.
- Conduct consultations with strategic stakeholders including Government ministries, peer INGOs (international non-governmental organisations) and existing community working groups.
- Understanding of the different operations of Habitat for Humanity India via desk review. Carrying out a comprehensive context analysis of the housing situation in India using an intersectional perspective, key aspects of the social, cultural, political, economic and legal environment that have a major influence on Housing, major gaps and housing needs with an analysis of root causes of housing deficit, its effects and drivers for growth.
- Analysis of the donor landscape including corporate, institutional (bilateral and multilateral), individual donors and funding opportunities in line with the changing landscape of CSR, ESG, Social Stock Exchange, FCRA, impact investing and so on.
- Ideally aligning programme recommendations with the Government of India's housing programmes. Consider policy and implementation gaps where Habitat can emerge as the gamechanger to plug the gaps.
- Define organisational and operative model for interventions in rural and urban India, partnership modalities, working approaches, resource mobilisation and funding strategies, which are aligned with Habitat's global and regional model of Build and Influence.
- Emerging, innovative, climate friendly and affordable housing technology and its scope (green building, focus on reducing carbon footprint in construction, disaster resilient homes) including its sustainability.

Required Qualifications / Experience

The consultant/s or the firm should have the following qualifications and experiences:

- Impeccable understanding of development and humanitarian programmes in India such as CSR laws, central and state housing schemes such as Pradhan Mantri Awas Yojana. Understanding of the South Asian context would be an asset.
- Significant experience in strategy development (preferably for international development and humanitarian organisations).
- Significant experience in conducting research and analysis, including reviews and evaluations having strong leadership skills and the ability to work as part of a team, constructively with other experts.
- Excellent command of written and spoken English, with demonstrated competency in producing well-written documents, in clear, concise and correct language.
- Excellent analytical skills, experience in gender analysis, context analysis, participatory approaches and people management skills.
- Ability to deliver a high-quality product to deadline.
- Ability to independently travel, mobilise and coordinate with key stakeholders.
- Ability to facilitate group discussions and guide the strategy development process so that outcomes are generated by Habitat India team.

Project Code: IN25000

Application Process

- Interested consultants (individual/s / firms) shall submit a technical and financial proposal. The technical proposal must include:
 - A detailed work plan with timelines based on the scope of work given above.
 - Firm / company / individual consultant profile with a list of past clients in related assessment.
 - CV of experts proposed including composition of the team with a team leader.
 - Three contactable references of organisations or individuals with whom similar assignments were conducted in the last 3 years.
 - A brief on the consultant's interest in the consultancy, track record on developed country and / or programmatic strategies, understanding of purpose and methodology - writing sample (preferably a strategy document) that the consultant has developed and adopted by the concerned organisation.
 - Any other relevant supporting documents that will support the application.
- The financial proposal must include appropriate breakdown of costs including detailed timeline as per the work plan / scope of work with fees and number of hours spent on the different tasks, miscellaneous costs (if any).
- Other documents required:
 - A copy of firm / company registration certificate.
 - A copy of tax registration certificate.
 - A copy of tax clearance certificate of most recent fiscal year.
 - Individual applicants to submit CV and other relevant documents mentioned herein.
 - GST registration and filing status.
 - Any other documents as required by Habitat for Humanity India for its due diligence process.
- Please send your proposal to Habitat India by referencing "Country Strategy Consultancy" in the subject line to eprocurement-habitat@habitatindia.org

The Selection Process

Shortlisted consultants may be invited to discuss their proposals in more detail. Habitat India at its sole discretion will select the successful proposal. Habitat India reserves the right to keep confidential the circumstances that have been considered for the selection of the offers. Part of the evaluation process may include a presentation from the applications received.

Habitat India shall be free to:

- Accept the whole, or part only, of any submission.
- Accept none of the proposals.
- Republish the TOR
