

TERMS OF REFERENCE FOR THE RECRUITMENT OF CONSULTANT

For evaluation of systemic changes in the housing sector in Macedonia, influenced by Habitat Macedonia's Energy Efficient Homes for Low-Income Households (EEHLIH) project

I. INTRODUCTION AND BACKGROUND

Habitat for Humanity International (HFHI) is an international non-profit organization dedicated to eliminating substandard housing and homelessness worldwide. Since 1976, HFHI has helped 35 million people find strength, stability and independence through safe, decent and affordable shelter. HFHI works through a broad network of national organizations and strategic partners such as corporations, financial service providers, individuals, non-governmental organizations, foundations, local governments, and private- / third-sector actors.

HFHI launched the **Terwilliger Center for Innovation in Shelter** ("the Center") to facilitate collaboration between public, private, and third-sector partners and to develop sustainable and innovative housing solutions for the 1.6 billion people worldwide who lack adequate shelter. Through the center, HFHI aims to serve as a place of knowledge, expertise, advice, and innovation; enabling poor families to acquire adequate shelter.

Habitat for Humanity Macedonia (HFHM) is non-governmental, not-for-profit organization dedicated to providing simple, decent and affordable housing solutions for those living in poverty regardless of their ethnic background, gender, or religious affiliation. The organization was established in June 2004, as an affiliate of Habitat for Humanity International, the global network with more than 1400 affiliates in United States and over 70 national organizations all over the world.

Since its establishment, HFHM has been working on improving housing conditions for low-income families implementing many programs and projects using different methodologies such as: financing, construction, capacity building and advocacy. The activities of HFHM are implemented all over Macedonia; to date, more than 6,300 families have improved their housing conditions through new builds, reconstruction and renovation of homes, with an additional 19,700 families receiving information and technical advice.

Launched in 2010, the ongoing **Energy Efficient Homes for Low-Income Households** (EEHLIH) project seeks to address energy efficiency (EE) in the low-income housing sector through a set of activities that help households living in multi-family apartment buildings reduce their vulnerability to energy price increases while simultaneously contributing to climate change mitigation.

More than 57% of the Macedonian population lives in urban areas, with more than 79% living in multi-family apartment buildings. At the time of the initiation of EEHLIH, up to 82% of the entire housing stock in the country was created before 1991, most of which was built during the mass-urbanization period (1946-1989) characterized by heavily subsidized energy prices and usage of low-cost, poor quality construction technology, and limited attention to its energy features. Consequently, only 18% of the Macedonian households in 2010 lived in dwellings with thermal insulation.

With natural gas not being available for the Macedonian residential sector, 61% of households consume fuelwood as the primary energy source for heating, with 29% using electricity, and a little

over 8% relying on district heating systems. Consequently, Macedonia's forest ecosystems are heavily degraded, and its cities are known to be among the most polluted in Europe.

In addition to these environmental concerns, the mass privatization of the housing sector in the 1990s led to a situation in which 98% of the housing stock became private ownership (among the highest in Europe). Given that before the 1990s most apartment buildings were state-owned and managed, privatization resulted in the disruption of the social safety net. Collective building maintenance mechanisms were abandoned in favor of new forms of residential building management. Consequently, only 20% of the apartment buildings in Macedonia in 2010 had any form of management necessary for building maintenance.

Given this context, HFHM focused on the energy performance of multi-family apartment buildings to address several connected housing-related issues. The overall goal of the EEHLIH program was to introduce and set the agenda for wide promotion of residential energy efficiency in Macedonia through organizing and implementing demonstration projects that significantly decrease energy consumption and costs in multi-family apartment blocks built during the period of centrally planned economy, thus proving that energy efficiency investments pay off in many respects.

Based on this goal, the project has 4 specific objectives:

1. To introduce market-based financing models for energy efficient reconstruction of multi-family apartment buildings, which would subsequently be followed by the introduction of energy efficiency improvement loan products by Macedonian financial institutions.
2. To improve the management of multi-family apartment buildings in Macedonia, including the establishment of a resource center, fully functional and capable of supporting homeowner associations.
3. To facilitate investment, entrepreneurship, and green jobs creation in the housing sector through training, curricula adjustments and internships—including with construction companies that offer energy efficient products and services to homeowners—to high school students and construction workers interested in energy efficiency of buildings.
4. To foster a broad-based societal platform that advocates for targeted state involvement in the housing sector, with the central and local governments effectively implementing the energy-related European Union (EU) directives, as well as national housing, construction, and energy laws and policies.

II. EVALUATION PURPOSE

The purpose of the evaluation is to independently assess the extent to which the objectives of the EEHLIH project in Macedonia were achieved as well as the project's contribution to broader systemic changes in the housing sector from the time the project began in 2010 until now.

The evaluation aims to answer the following questions:

- To what degree has the EEHLIH project made progress in achieving its objectives, with particular regard to relevance, effectiveness, efficiency, impact, and sustainability? What unintended outcomes, if any, have resulted and why?
- How has the EEHLIH project affected the larger housing sector in Macedonia, particularly regarding energy efficiency?
- What lessons can be learned from the project to date to improve the sustainability of its positive effects as well as improve the design and implementation of other new and ongoing HFHI and HFHM projects?

The consultant is expected to answer these evaluation questions with some combination of desk review, surveys, and key informant interviews. The consultant should have a strong attention ethics, utilization, and accountability throughout the evaluation process. It is expected that the consultant will also share a policy for data security and informed consent.

III. SCOPE OF WORK

The evaluation consultancy should begin by 1 February and be completed by mid-April. The following deliverables are expected:

- An inception report detailing the work plan, timeline, and methodology to be used in the evaluation.
- A first draft of the evaluation report for review by the project team.
- A final evaluation report, maximum of 20 pages. The final report should summarize the methodology, findings, conclusions, and lessons learned. It should also include an executive summary.
- A facilitated learning workshop with key stakeholders to review the evaluation findings and identify recommendations for the EEHLIH project and other HFHI and HFHM projects.

The budget of the proposal should not exceed **\$25,000**, inclusive of any travel costs. All deliverables must be provided in English.

IV. REQUIRED COMPETENCIES AND EXPERIENCE

Applications are welcome from consultants and consulting teams with the following competencies and experience:

- Demonstrated experience in conducting systems- and utilization-focused evaluations of multi-stakeholder, long-term projects;
- Demonstrated contextual understanding of Macedonia and/or the housing sector in Southeast Europe;
- Knowledge of and experience with market systems development projects and methodologies;
- Capacity to communicate fluently with different stakeholders in the private financial sector as well as with government representatives;
- Professional written and spoken fluency in English;
- Ability to assess complex situations, succinctly distill critical issues, and draw forward-looking, action-oriented conclusions and recommendations; and
- Ability to present data analysis and recommendations in a clear, concise, and accessible manner.

V. SUBMISSION PROCESS

Interested consultants or teams are invited to submit completed proposals to Dr. Amanda Woomer, Global MEAL Director, at awoomer@habitat.org, with the subject line "EEHLIH Evaluation Proposal." Proposals must be received no later than **15 January**. Only complete proposals will be reviewed.

Each proposal must include:

- A concise proposal (no more than 5 pages), including background and administrative information of the consultant as well as a statement of past performance, proposed evaluation methodology, an estimated timeline, etc.;



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- A detailed budget in US dollars, inclusive of VAT (if applicable);
- CVs of all team members, including a description of the proposed roles and responsibilities of each team member; and
- Evidence of previous project evaluations in the form of at least one evaluation reports by the lead evaluator and three references of professional experience in conducting similar evaluations.

VI. SELECTION PROCESS AND CRITERIA

All complete proposals received by the deadline will be reviewed based on the following criteria.

- Quality of the methodological proposal and feasibility to effectively answer the evaluation questions outlined;
- Profile and competencies of the consultant or team, including experience conducting evaluations of similar market systems development projects with a focus on market-level outcomes; and
- The value of the financial proposal for the activities laid out.

Proposals will be reviewed with candidates successful in moving to the next round of review notified within 10 days of closing with a request for an interview. Those candidates not selected will not be contacted.