

Terms of reference for consultant to carry out a strategy development document for Habitat for Humanity Lesotho

Background

Habitat for Humanity Lesotho began work in Lesotho in 2001 focused on solving housing poverty that affects the most vulnerable population. Lesotho, a country with a population size of 2.1 million is classified as a low developed country.¹ According to the World Bank Lesotho Poverty Assessment 2019)⁽²⁰¹⁹⁾ even though poverty levels in Lesotho decreased significantly between 2002 and 2017, poverty in Lesotho is still widespread and economic vulnerability persists with more than 75% of the population either poor or vulnerable to poverty⁽²⁰¹⁹⁾. As per the Lesotho 2016 population Census, 27.5% of children below 18 are orphaned.

Most housing structures in Lesotho do not meet any local standards for decent living. The majority of these houses are built out of mud, stones or sticks and often lack proper ventilation due to absence of windows. Safety in such houses is minimal as the doors are of poor quality and often lack proper door locks. Living under such circumstances put the vulnerable groups' lives at a high risk of break-ins. Many orphaned Basotho children lack a safe place to call home. Land ownership disputes related to inheritance have also contributed to the challenges faced by vulnerable groups, with many becoming victims of disinheritance and property and land grabbing, leaving them in desperate need of a decent and affordable place to live³.

Habitat for Humanity Lesotho currently runs two programs at its helm: The Vulnerable Group Housing (VGH) which also provides volunteering opportunity to build alongside homeowners in the community and the Advocacy Program. Under the VGH, Habitat for Humanity Lesotho constructs durable two-roomed house with ventilated pit latrine for Vulnerable groups which are classified into three types: the orphans, people with disabilities and the elderly. The Advocacy program promotes policies and systems that advance access to decent, affordable housing with secure tenure, and advocate for land, property and inheritance rights through advocate through training, phone-in radio programs and we raise awareness on the importance of registering a "Will" and acquisition of legal land documentation to curb property grabbing.

¹ <https://worldbank.org/en/country/lesotho/publication/lesotho-poverty-assessment>

² <https://lesotho.un.org/en/86307-assessment-socio-economic-impact-covid-19-kingdom-lesotho>

³ www.habitat.org.ls

Covid-19 has reversed the strides taken in the last 20 years, slowing down the achievement of the Sustainable Development Goals and in particular SDG 1, related to poverty. An estimated 500 million people have suffered as a result and been send back to poverty⁴. In line with Habitat for Humanity International Global Impact 2025, in order to maximise its impact, Habitat for Humanity Lesotho needs to triple its funds, triple its scale and in return triple its impact. In order to achieve this, Habitat for Humanity Lesotho has identified 4 Business lines it intends to focus on.

Purpose

The purpose of this exercise is to review the current Habitat for Humanity Lesotho strategic framework to increase National Office effectiveness to fully utilise its resources. This in turn, will increase impact among the communities served. Habitat for Humanity Lesotho intends to broaden its scope by turning the prevailing challenges in the country into opportunities such climate change and environmental protection, renewable energy, financial inclusion, Water sanitation and Hygiene, community development and women and human rights.

Overview of the new Strategy Development

The proposed business lines are as follows:

- **Advocacy for land and inheritance rights.** Under this business line, Habitat Lesotho seeks to raise awareness, and empower vulnerable groups to reclaim, protect and strengthen their land, property and Inheritance rights at household, community and national Levels.
- **Support Sustainable, Affordable, Appropriate Construction Materials** in our program. It seeks to support local artisans in extraction and development of sustainable, eco-friendly and affordable construction materials. This is in line with the Lesotho National Strategic Development goals which seek to reverse environmental degradation and adapt to climate change.

⁴ <https://lesotho.un.org/en/86307-assessment-socio-economic-impact-covid-19-kingdom-lesotho>

- **Water, Sanitation and Hygiene (WASH) and Energy.** The main objective will be to improve access to WASH facilities for vulnerable groups and access to efficient, sustainable and renewable energy.
- **Financial inclusion** and home-owner led incremental construction and home improvements. The aim is to empower vulnerable groups to access housing finance through savings and credit and improve affordability by building incrementally and deliberately using housing for income generation.
- **To Improve the health and well-being** of Vulnerable Groups through increased access to housing, energy and support overall Community development.

Scope of Work

The scope of work for the Consultant will include but not limited to:

- (a) Review the draft Strategic plan document prepared by Habitat Lesotho Management. Through a consultative process and application of an appropriate tool of analysis, determine the viability of the identified strategic focus areas and develop objectives and key result.
- (b) Conduct secondary research on the Lesotho Housing Value Chain to further refine the Strategic documentation.
- (c) Undertake a situation analysis of Habitat for Humanity operations to date, identify gaps and conduct a SWOT analysis.
- (d) Undertake stakeholder mapping and analysis.
- (e) Develop Habitat for Humanity Lesotho's theory of change.
- (f) Propose a strategy for achieving the strategic objectives and key results.
- (g) Develop a Results based Framework and design appropriate systems and metrics for monitoring, evaluation, accountability and learning to best align with identified strategic priorities.
- (h) Facilitate stakeholder meeting(s) for validation of the draft Strategic Plan.
- (i) Submit the final report.

Expected Deliverables

- Inception report outlining key steps and proposed methodology.
- Assessment report outlining gaps and opportunities for growth, using proposed business lines as basis.
- Report on the process including stakeholder consultations.
- A five-year strategic development plan report.

Timeline duration for project completion

This assignment is expected to be carried out for a period of 3 months during which the following deliverables are expected.

- Inception report-
- Assessment report-
- Draft of new strategic framework-
- Final strategic framework submission-

Supervision of the work

The Consultant will report directly to the National Director. Habitat for Humanity Lesotho will provide relevant background documents necessary for the assignment including its quarterly reports, evaluations, the consultant shall be responsible for the coordination of meetings and other activities.

Contacts

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