

Assignment:

End of project evaluation

Project:	Home Equals Campaign
Donor:	HFHI-Global Affairs
Country / districts:	Uganda (Kamwokya informal settlement and Kumi district)
Duration of assignment:	1 month
Start date:	20 th April 2025

1. BACKGROUND

1.1. ABOUT THE ORGANIZATION

Habitat for Humanity Uganda (HFHU) is a non-profit organization established in 1982. It is part of the global Habitat for Humanity network, which aims to provide affordable and safe housing to families in need. By strategically contributing to community impact, HFHU ensures that poor and vulnerable partner families have adequate and affordable houses, secure tenure, and access to basic services. Their market system approach in the housing sector further enhances their contribution to building sector and societal impact. This approach involves media engagement, advocacy, and system change, which are crucial in addressing poverty and improving living conditions in Uganda. Through these efforts, HFHU not only built homes but also empowers communities by promoting sustainable development (SDG 6), improving livelihoods, and fostering resilience. HFHU's comprehensive approach makes a significant difference in the lives of many Ugandan families, helping to build a better future for all.

1.2. PROJECT DESCRIPTION

HFHU's participation in the campaign focused on addressing the lack of empowered participation, essential services, and tenure security mainly triggered by rapid urbanization growth rate. Uganda's urbanization rate is approximately 5.2%, one of the highest in Africa.¹ This rapid urbanization is driven by a high rate of rural-urban migration, particularly among the young population². Currently, around 26.77% of Uganda's population lives in urban areas. As part of the Home Equals campaign, HFHU with funding from HFHI-Global Affairs implemented a 2 years demonstration project within the informal settlement of Kamwokya in Kampala City and Kumi rural settlement.

1.3. PROJECT GOAL AND OBJECTIVES

An ultimate goal of the project was to advance equitable access to adequate housing and essential services by promoting empowered participation, access to basic services, and tenure security within informal settlements.

Specific Objectives

The Home Equals Campaigns in Uganda aimed to achieve three primary objectives to improve the living conditions of people in informal settlements.

¹ <https://www.macrotrends.net/global-metrics/countries/UGA/uganda/urban-population?form=MG0AV3>

² <https://www.statista.com/statistics/447899/urbanization-in-uganda/>

1. It focuses on empowered participation by mobilizing and organizing community groups to foster a collaborative environment where residents actively participate in decision-making processes with local leaders and civil society actors, enhancing their influence and ability to advocate for their needs.

Indicator: *The consultant will qualitatively measure the “Perceived sense of empowerment among community members in project areas”: the focus will be to capture residents' feelings of confidence and ability to participate actively in decision-making processes. Testimonials or focus group discussions can help gauge their sense of influence and advocacy capabilities.*

2. The campaign seeks to improve access to essential basic services within informal settlements. The campaign addresses critical needs such as clean water, sanitation, and healthcare. The collaboration with service providers ensures that these services are affordable and accessible, significantly improving the quality of life for residents in these areas

Indicators: *The consultant will measure the % age of households with access to clean water, improved sanitation, and healthcare services: This indicator measures the proportion of households within the targeted informal settlements that have reliable access to these essential services, reflecting the campaign's success in addressing critical needs. The second measurement will measure “Affordability and accessibility index of basic services” This indicator tracks changes in the affordability and accessibility of clean water, sanitation, and healthcare services within informal settlements, demonstrating the effectiveness of collaboration with service providers and the impact on residents' quality of life*

3. The campaign prioritizes tenure security by building the capacity of local government land committees. This effort promoted the formalization and utilization of security of tenure services, ensuring that residents have legal rights to their land and homes; protecting residents from evictions and enhances their stability, contributing to long-term improvements in housing and living conditions.

Indicator: *The measures will focus on the policy agenda promoted and how it contributed to empowerment of vulnerable population and reduction of land eviction or improving land tenure security for the target communities.*

1.4. THE PROJECT TARGET BENEFICIARIES

- The district land committee reached 31,035 people (10% of the district population).
- 120 households received Certificates of Customary Ownership.
- 15,000 people accessed information from printed materials.

- 300,000 individuals learned about essential basic services, security of tenure, and participation through radio and television.
- An estimated 2,000 beneficiaries in informal settlements gained access to safe water and eco-friendly sanitation facilities.
- Policymakers and key stakeholders, such as the media, benefited from increased awareness and briefs on informal settlements.

2.0. PURPOSE AND OBJECTIVES OF THE STUDY

The purpose of this evaluation is to assess the overall project performance against its desired impact and outcomes, thereby identifying successful elements and areas for improvement. Furthermore, the insights gained will guide the future direction and initiatives of HFHU, ensuring transparency and responsibility to both stakeholders and HFHI-Global Affairs. It contribute to HFHU program strategic areas of Habitability, Basic service and tenure security. It is also a critical step in qualifying for subsequent grants from HFHI-Global Affairs, which will support the expansion of pioneering and proven approaches from this Home Equals Campaigns` project phase.

2.1. SPECIFIC OBJECTIVES

1. To evaluate entire project (2022-2025) in accordance with the OECD/DAC evaluation criteria to determine its relevance, coherence, effectiveness, sustainability, impact, and knowledge generation.
2. To identify Key Lessons and Good Practices; highlighting successful strategies and practices that emerged in advancing equitable access to adequate housing and essential services, and pinpoint initiatives needing expansion.
3. To generate actionable recommendations that will inform and improve future Home Equals Campaigns.

2.2. SCOPE OF EVALUATION

Content scope: The evaluation will focus on six key criteria: Relevance, Coherence, Effectiveness, Efficiency, Impact, Sustainability, gender equality and human rights. The study will engage both primary and secondary beneficiaries.

The consultant will organize validation workshops within the project areas to review findings before preparing the final report. Once the final report is completed, dissemination workshops will be held in the same areas to share the results.

Geographical scope: The evaluation will be conducted in:

- Kampala city; Kamwokya informal settlement

- Kumi district: 16 sub Counties and 2 town councils

Time scope: The evaluation covers a timeframe of the project (April 2023- March 2025)

2.3. EVALUATION QUESTIONS

Table 1. Evaluation questions

Evaluation criteria	Evaluation Questions
Relevance	1. Which project components are aligned with the needs and priorities of the target population?
	2. What changes are relevant to the target audience?
	3. In what ways did the project address the most pressing issues faced by the stakeholders?
Coherence	4. How well does home equals campaign complements other ongoing initiatives and policies?
	5. With examples, how is the project fit with or supported other interventions in the area?
	6. Were there any conflicts or synergies with other programs, and how were they managed?
Effectiveness	7. What specific changes or outcomes have been achieved as a result of the advocacy project?
	8. What project activities contributed to achieving the stated changes and outcomes?
Efficiency	9. To what extent were the financial, human, and material resources used optimally to achieve the project objectives within the planned timeframe and budget? What measures were implemented to ensure cost-effectiveness?
	10. To what extent were the project activities carried out as scheduled, and were delays minimized or addressed effectively to maintain overall progress? How did time management impact the achievement of results?
Impact	11. What are the most significant changes that have resulted from the Home Equals Campaigns project?
	12. How has the project impacted the target population or the broader community?

	13. What are the long-term or systemic changes that have occurred as a result of the project?
Sustainability	14. What steps have been taken to ensure the continued impact of the project?
	15. How the project has built capacity or created lasting change within the informal settlements or semi urban communities?
Gender Equity and inclusion	16. To what extent were gender equity and inclusion incorporated and promoted during the project implementation?
Knowledge generation	17. To what extent has the project generated knowledge, promising or emerging practices in promoting empowered participation, access to basic services, and tenure security within informal settlements?

3. EVALUATION METHODOLOGY

The consultant is expected to develop a detailed and comprehensive study methodology tailored to the specific needs of this evaluation. This methodology will undergo review and approval by the HFHU Evaluation Review Team (ERT) during the inception phase to ensure its alignment with the project's objectives and scope. Given that a baseline assessment was not conducted for this project, [the consultant/firm is encouraged to use participatory recall methods, triangulation, and comparative secondary data sources to address the lack of a baseline; and use of local facilitators will be incredible.](#) The proposed methodology must prioritize the accurate measurement of variables within the study's scope and address all evaluation questions comprehensively. This is essential to effectively assess the outcomes and impact of the policy and advocacy project.

The consultant is encouraged to identify and propose evaluation methods best suited for policy advocacy programs within the Ugandan context. Recommended approaches include adopting a study design that incorporates methodologies such as Outcome mapping focuses on identifying and tracking changes in the behavior, relationships, and actions of key stakeholders influenced by the advocacy efforts; Contribution Analysis, which examines the program's contributions to observed changes; and Network Mapping and Analysis, which evaluates the program's influence on stakeholder connections and networks. However, the consultant is free to explore and recommend additional methods and techniques that may better suit the evaluation's objectives.

To support this effort, HFHU will provide the consultant with key background materials, including project reports, documentaries, and policy papers developed during the project's implementation.

3.1. EVALUATION ETHICS

The evaluator/s must put in place specific safeguards and protocols to protect the safety (both physical and psychological) of respondents and those collecting the data as well as to prevent harm. This must ensure the rights of the individual are protected and participation in the evaluation does not result in further violation of their rights.

The evaluator/s must have a plan in place to:

- Protect the rights of respondents, including privacy and confidentiality.
- Elaborate on how informed consent will be obtained and to ensure that the names of individuals consulted during data collection will not be made public.
- If the project involves children (under 18 years old) the evaluator/s must consider additional risks and need for parental consent.
- Data collection tools must be designed in a way that is culturally appropriate and does not create distress for respondents.
- Data collection visits should be organized at the appropriate time and place to minimize risk to respondents.

4. DELIVERABLES

1. Inception report; incorporating identified risks and mitigation strategies.
2. Draft evaluation report;
3. Validation workshop report (ensure community leaders, government officials, and media actors participated in the workshop)
4. Final evaluation report. Two (2) hard copies and soft copy of the report of maximum 30 pages (excluding preliminary pages and annexes). The report should be structured as follows:
 - Title page (title of assignment, author(s) of report)
 - Table of contents
 - List of tables and figures
 - Executive summary (maximum 2 pages; summarizes ToR, methodology, findings, lessons, conclusions and recommendations)
 - Introduction (background of study, contextual issues, methodology)
 - Findings (addresses requirement from ToR)
 - Conclusions (well supported by evidence from findings)
 - Recommendations (realistic and clearly set out and cross referenced to the relevant section within the main body of the text)

- Appendices (supplementary data: data gathering tools, maps, full ToR, list of contacts/resources, references etc).
5. Dataset (excel or SPSS upload) with raw data in soft copy (if applicable). The dataset should, where feasible, include disaggregated data by location, gender, age, and type of service accessed.
 6. Dissemination workshop report. The consultant will be responsible for leading the facilitation of the workshop, including covering all associated costs. HFHU will assist in mobilizing stakeholders. The consultant must ensure the participation of policy actors, academia, think tanks, community leaders, government officials, media professionals, HFHU representatives, and donors in the workshop.

5. TIMEFRAME

The evaluation is expected to start on the 20th April 2025 and proceeds systematically.

6. QUALIFICATIONS AND EXPERTISE REQUIRED

Habitat for Humanity Uganda is looking for a consultant with the following minimum qualifications:

- Advanced university degree in Sociology, Anthropology, Social Sciences, Community Psychology, Adult and Community Education, Statistics, Development Studies, Environmental Science, Public Health and other related qualification from a recognized institution.
- Should have at least 10 years of proven and well-documented experience in conducting participatory research methods and techniques, outcome harvesting techniques and quantitative research in rural contexts; with bias to project/programme evaluations.
- Prior experience in evaluating advocacy and policy change initiatives in Uganda context
- Excellent writing skills (English)
- Experience of conducting research in two of more on the thematic areas of housing, WASH and women`s land rights.
- Understanding of the context/ situation and stakeholders in the informal settlement of Kampala and rural context specifically Teso sub-regions in Uganda.
- Awareness of language and cultural context in Kamwokya and Kumi, and recommend use of local facilitators.
- Full time commitment to the said consultancy is required

7. MODE OF PAYMENT

The consultant will be paid by two installments as below: -

- 1st installment: 60% upon submission and approval of inception report & data collection tools; and a signed contract
- 2nd installment: 40% upon submission and approval of final report and all agreed upon products of the study (see deliverables section).
- The consultancy fees will be subject to 6% withholding tax.

8. PROPOSALS EVALUATION CRITERIA

The technical and financial proposals will be evaluated according to the following criteria;

- a) Profile of the firm, team composition and expertise **(15%)**
- b) Understanding of the TOR; and organization of technical and financial proposal document **(20%)**
- c) Methodology and Approach **(30%)**
- d) Work Plan and Timeline **(5%)**
- e) Evidence of demonstrated relevance experience and skills with contactable references (report samples) **(15%)**
- f) Financial proposal (budget breakdown, efficient costing, accuracy and transparency) **(15%)**

9. MODE OF APPLICATION

Firms or consultants who meet or exceed the requirements should submit their technical and financial proposal online to: procomm@hfhuganda.org not later than **11th April 2025; by 1:30pm**. Qualified and interested firms/individual consultants who meet or exceed the stated requirements are invited to submit their technical and financial proposal addressed to **The Chairperson Procurement Committee, Habitat for Humanity Uganda**.

Applications will be reviewed on a rolling basis and HFHU reserves the right to hire a consultant before the deadline.

Submission should include or consider the following:

- i. Attach work sample (evaluation reports i.e. Outcome Harvesting report) from at least two recent organizations where the services of the consultant/ team or firm have been utilized.
- ii. A capability statement, including demonstrated ability to execute the assignment.
- iii. Updated curriculum vitae of the consultant team; clearly spells out qualifications and experiences aligned to the tasks.
- iv. Commitment that the consultant team or firm will be entirely engaged if consultancy is awarded.