Terms of Reference

Independent Contractor

MEAL Consultancy – Monitoring and Evaluation

Background

Habitat for Humanity International, INC. (HFHI) is a global, nonprofit, non-governmental organization with over 40 years of experience in promoting access to adequate housing. Currently, HFHI operates in more than 70 countries worldwide, working to improve living conditions through sustainable housing solutions.

In Peru, HFHI carries out its initiatives through the **Terwilliger Center for Innovation in Shelter (TCIS)**, which has been active since 2018. Using a market systems approach, TCIS seeks to strengthen and enhance the housing ecosystem for low-income segments by facilitating improvements in affordable housing products, services, and financing mechanisms. Through strategic partnerships with key sector stakeholders, TCIS promotes innovative solutions that contribute to a more efficient housing market that benefits vulnerable families.

In this context, the **MEAL Manager** plays a key role in designing and implementing a robust results measurement system for the market systems program in the Latin America and the Caribbean (LAC) region, with a particular focus on Peru. This position is responsible for facilitating program design processes, providing technical assistance to the team on **Monitoring, Evaluation, Accountability, and Learning (MEAL)**, and strengthening the capacities of staff and strategic partners in the implementation of best practices for measurement and knowledge management.

Through this role, HFHI aims to ensure that housing sector interventions are effective, sustainable, and generate a tangible impact on the quality of life of low-income families, supporting informed decision-making based on evidence.

General Objective

Strengthen the capacity of the team and strategic partners in applying MEAL approaches within the market systems program in Peru and the Latin America and the Caribbean (LAC) region. This includes optimizing the use of results measurement to enhance decision-making, facilitate continuous learning, and ensure that housing interventions are effective, sustainable, and aligned with global MEAL standards.

Specific Objectives

1. **Align the MEAL strategy with the market systems program objectives**

   - Ensure that learning questions and change pathways are integrated into the program strategy, maintaining coherence and relevance.

- Establish accountability mechanisms and progress documentation aligned with global MEAL standards.

2. **Develop and standardize the results measurement framework**
   - Design and validate a results measurement framework that aligns with global MEAL priorities and regional needs.
   - Facilitate the implementation of key indicators and measurement methodologies in coordination with relevant stakeholders.

3. **Optimize data management and monitoring systems**
   - Implement data management practices aligned with quality, protection, and transparency standards.
   - Develop monitoring plans with data collection schedules that enable timely tracking of interventions.

4. **Strengthen evaluation and learning processes**
   - Implement rapid assessments and real-time feedback mechanisms to enhance decision-making.
   - Design roadmaps for impact evaluations to measure systemic changes in the housing sector.

5. **Build MEAL capacity within the team and among strategic partners**
   - Design and implement training initiatives to enhance the team's and partners' ability to apply MEAL best practices.
   - Create processes to document and share learnings at the programmatic and regional levels, fostering a culture of learning and continuous improvement.

6. **Ensure the sustainability and scalability of MEAL processes**
   - Establish documentation and knowledge transfer mechanisms to ensure the long- term continuity of MEAL systems.
   - Promote the integration of learnings into the strategic decision-making of the market systems program.

Responsibilities and Essential Duties

Strategic Alignment and Program Oversight

- Ensure the MEAL strategy is well-defined, regularly reviewed, and aligned with HFHI's global MEAL standards and market systems approach.
- Integrate learning questions and change pathways into the program strategy, ensuring coherence and relevance for LAC and Peru.
- Establish accountability mechanisms, including transparent reporting processes and stakeholder engagement.
- Coordinate the **development, review, and submission** of monthly, quarterly, and semi-annual reports, ensuring alignment with program objectives and donor requirements.
- Support the feasibility and structuring of initiatives with housing market actors to address sector constraints.

Results Measurement and Data Management

- Develop and standardize an **outcomes measurement framework**, ensuring alignment with global MEAL priorities and regional needs.
- Implement **data management and monitoring systems**, ensuring data protection, quality, and accountability.
- Develop and oversee intervention **monitoring plans** with structured data collection schedules.
- Conduct **rapid assessments** to provide real-time feedback and inform program adjustments.
- Utilize performance data to generate **actionable insights** that enhance learning and decision-making.

Evaluation, Learning, and Knowledge Management

- Lead **rapid assessments and evaluation roadmaps** to measure systemic changes and impact.
- Facilitate **performance reviews and learning sessions**, ensuring insights inform program adaptations.
- Design and implement a **capacity-building plan** for TCIS staff and partners on MEAL methodologies.
- Establish a **knowledge-sharing system**, ensuring accessibility and integration into program learning.
- Represent TCIS in **forums, seminars, and workshops**, contributing to global MEAL discussions.

Partnerships and Resource Mobilization

- Maintain a **network of consultants and subject-matter experts** in housing, finance, and partnerships.
- Identify and pursue **funding opportunities** to expand MEAL initiatives.
- Strengthen collaboration with stakeholders to enhance **evidence-based advocacy and policy influence** in housing.
- Integrate MEAL processes with **HFHI's global systems** (e.g., Global Matrix Tool, strategic planning).
- Support cross-sector partnerships to enhance **private and public sector engagement** in MEAL initiatives.

Deliverables:

MEAL Strategy and Accountability

- **Annual MEAL Strategy Review Report** – Submitted by Q4, incorporating field-validated learning questions, change pathways, and stakeholder accountability mechanisms.

Results Measurement and Data Management

- **Standardized Outcomes Measurement Framework** – Developed and implemented within the first six months, validated through field visits.
- **Quarterly Performance Reviews & Field Validation** – Conducted with program teams, ensuring data accuracy and relevance through field-based assessments.

Evaluation and Learning
- **At least 10 Rapid Assessment Reports per Year** – Completed within one month of each assessment, with direct field participation and validation.
- **Impact Evaluation Roadmap** – Developed by Q3, including baseline data collection and field stakeholder input.
- **2 Learning Sessions per Year** (Mid year reflectios)– Facilitated with program teams and partners, ensuring integration of lessons learned into program decisions.

Field support and Partnerships
- **Stakeholder Engagement Report** – Submitted by Q2, summarizing in-field interactions, validation of MEAL processes, and collaborative initiatives.

Education, Qualifications, and Experience

1. Education:
- Bachelor's degree in social science, international development, statistics, economics, or a related field with a strong emphasis on results measurement or research methodologies.
- Master's/post-graduate degree in project management, monitoring and evaluation, market systems development, or related fields is highly preferred.
- Specialized training or certifications in MEAL systems, data analysis, or market systems development (e.g., DCED Standards, statistical software, or data visualization tools) is a plus.

2. Experience:
- At least 5 years of progressively responsible experience in designing and implementing MEAL systems, using both quantitative and qualitative methodological approaches.
- Proven experience in applying MEAL knowledge within market systems development programs or similar fields, with demonstrated results in adaptive management and learning.
- Experience managing field-level projects, including data collection and stakeholder engagement in complex or resource-constrained environments.
- Proficiency in data management and statistical programs (e.g., SPSS, R, Stata, Power BI, or Tableau) to analyze and visualize data for decision-making.
- Previous experience in the LAC region is an advantage, with knowledge of contextual challenges and opportunities in housing markets.

3. **Competencies:**

Core
- **Entrepreneurial and Adaptive:** Demonstrates agility in prioritizing tasks and redirecting efforts to seize opportunities or address emerging challenges in dynamic environments with limited resources.
- **Relationship Management:** Exceptional interpersonal skills to develop and manage strong relationships with private sector actors, government entities, and other stakeholders in multi-stakeholder environments.
- **Results-Oriented:** Highly organized with a proven ability to manage multiple activities, ensuring high quality and on-time delivery. Strong attention to detail and ability to meet deadlines under pressure.

Technical Skills:
- Language and Communication: Proficiency in Spanish and English (oral and written), with strong communication and presentation skills tailored to both technical and non- technical audiences.

Knowledge and Innovation:

- Solid understanding of market systems development, adaptive management, and learning processes to address systemic challenges in LAC.
- Demonstrated ability to innovate and incorporate learning mechanisms into program adaptations.

Soft Skills:

- **Resilience and Composure Under Pressure** – Demonstrates maturity, professionalism, and sound decision-making in high-stress environments.
- **Strong Ethical Standards and Integrity** – Upholds transparency, accountability, and ethical leadership in all professional interactions.
- **Effective Communication and Bilingual Proficiency** – Fluency in Spanish and English, with the ability to communicate complex ideas clearly to both technical and non-technical audiences.
- **Adaptability and Agile Thinking** – Skilled in applying **agile methodologies** and **design thinking** to drive innovation and problem-solving in dynamic environments.
- **Collaboration and Relationship Management** – Strong interpersonal skills to engage and coordinate with diverse stakeholders, fostering teamwork and alignment toward common goals.
- **Detail-Oriented and Organizational Skills** – Highly structured and efficient in managing multiple projects, ensuring timely and high-quality deliverables.

Consultancy Duration

This consultancy is scheduled to take place over 12 months, from February 15, 2025, to February 15, 2026 (these dates may be subject to modification in coordination with HFHI-TCIS). The consultant will work in close coordination with the Regional Director or a designated member of the TCIS team.

Application Process

To apply for this short-term consultancy position, please submit a proposal (technical and financial) to gstratico@habitat.org no later than February 14, 2025, and an updated CV with a list of similar consultancy projects or relevant work experience.