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## Habitat for Humanity Europe and the Middle East

### Terms of Reference for a Consultant

#### for researching the Social Housing Landscape in Milan Metropolitan area (Italy) in context of repurposing empty spaces for vulnerable population

Habitat for Humanity International Europe and Middle East (EME) is looking for a qualified consultant to conduct research on the social housing market in Milan Metropolitan area (Italy) in context of repurposing empty spaces for vulnerable population.

#### 1. Introduction and background

**Habitat for Humanity International (HFHI)** is a nonprofit housing organization that helps low-income people around the world access decent housing. Since 1976, Habitat for Humanity has helped more than 22 million people meet their affordable housing needs in more than 70 countries.

HFHI works through a broad network of national Habitat organizations and other strategic partners, such as corporations, financial service providers, individuals, non-governmental organizations, foundations, local governments, as well as private and third sector actors, to remove systemic barriers preventing low-income and historically underserved families from accessing adequate, affordable shelter.

To address the SDG 11, HFHI/EME aims to create a Europe-wide programme that will be implemented around the topic of reutilizing **S** vacant buildings and spaces, for use as accommodation for vulnerable population. The program shall address more effective utilization of vacant premises (residential and/or non-residential) for social shelter purposes. The programme will be designed for localized implementation by Habitat national organizations, HFHI and / or other partners.

#### 2. Aim and purpose of the research

This research aims to determine the scale of opportunities in terms of existing empty spaces as well as contextual factors – which may be social, financial and legal – that exist within Milan Metropolitan area, around the conversion and repurposing of vacant spaces into viable and affordable social housing, designed to support vulnerable communities. This research also aims at identifying markets where there is considerable potential to reutilize empty spaces as a possible housing solution.



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### 3. Objective

The objective of the assignment is to provide an understanding of current social housing situation in Milan Metropolitan Area, the existing supply and demand as well as to identify and indicate ways to explore the opportunity and availability of using commercial buildings and other vacant spaces to potentially bridge shortfalls in supply.

Through finding current and relevant sources of data, and providing analysis to understand where further information is required, the research should provide recommendations based on local social housing circumstances and geographical supply and demand and offer insight into the reasons, barriers and solutions for why such properties are left and remain empty. The recommendations should also explore the viability of different financial housing models and their potential to provide innovation and transformational changes in the housing sector considering environmentally-friendly approaches and bringing circular economy mindset to the construction.

#### **Tasks (Scope of work)**

Granted the complexity and the challenges in conducting this research, the following tasks need to be completed by the Consultant:

#### **Social housing landscape, definitions, and models**

- Explore the stage of development and urbanisation in Milan Metropolitan Area as well as the legal and institutional frameworks in which housing is provided;
- Review the existing national housing policies and national/local housing regulations;
- Gather data and analyse the national housing provision policies and practices;
- Identify past and current social housing models in Italy and discuss their merits and reasons for success or failure;
- Identify and review good housing practices in Italy and some comparable countries.

#### **Housing needs**

- Compile specific housing demographic data and economic characteristics and trends and discuss availability and adequacy of community services;
- Collect and analyse data on housing stock including socially-owned housing in Milan Metropolitan area (number, condition, ownership issues, vacancy rate...);
- Collect housing demand data in Milan Metropolitan Area (housing prices and affordability, housing tenures, living arrangements by age groups, social housing provisions, number of people waiting for social housing or being institutionalised...)
- Identify vulnerable social groups, their size and specific needs regarding social housing (people living in homelessness, households living in insecure or inadequate housing, young people leaving institutional care, refugees...)

#### **Empty spaces landscape**



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- Assess, identify and map the empty and underused properties and create an inventory explicating ownership and type of building;
- Identify and propose incentives for mobilising support for the re-use of vacant properties through transparent and inclusive participatory processes;
- Identify innovative experiences already experimented in some areas that can feed, inform and inspire coherent housing strategies;
- Evaluate the position and awareness of real-estate/residential industry towards empty spaces conversion including identification of all the barriers and challenges (financial, legal, legislative, business model...) preventing existing stock of empty spaces being converted into homes at scale.

#### **Housing finance and social housing market opportunities**

- Identify the current national funding strategies and models for social housing;
- Identify and review the range of financial vehicles (and conditions that apply) that can channel the flow of social housing capital, including direct public expenditure like grants or loans, via government intermediaries and/or as loans via private financial institutions;
- Identify and evaluate impacts and opportunities for the housing market of the empty spaces conversion (public support, borrowing from the banks, own resources, cross finance, tenant equity contribution...);
- Explore new and innovative approaches shaping the social housing industry towards achieving social and financial efficiencies.

#### **Key housing actors (PPPP)**

- Identify and map the public, private and social actors in housing policy and service provision;
- Review the key housing actors roles in housing policy and service provision in light of sustainable housing and deliberative democracy;
- Provide insight in developing synergies between public, private and social actors by taking into account the real housing, economic-productive and social needs of the vulnerable population

#### **4. Methodology and process**

The research should use well-known and credible sources of information available for the country/area. Exact methodology to be determined based on consultant's recommendations and a final decision of designated HFHI/EME staff.

#### **5. Required competencies and experience**

It could be a consultancy company or a licensed freelance consultant. The consultant should have a combination of the following skills and competencies:

- Strong expertise in market researches and market studies,
- Minimum 5 years of experience in Western European market,



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- Master's degree, in one of following areas of academic qualification: finance, economics or business administration, or equivalent relevant professional experience of minimum 5 years in market research and/or housing finance,
- At least 3 references of professional experience in conducting similar services,
- English language fluency is required,
- Knowledge of Italian language is an asset.

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## 6. Timeline and Deliverables

The overall duration of the assignment shall not exceed 25 days. The assignment should start latest on 20 March 2023 and should be completed latest by end of April 2023.

Additionally, we will entertain suggested amended deliverables, but we would expect to receive a draft and a final report of key findings of the study with actionable recommendations.

## 7. Submission process and guidelines

### Submission process:

The Center invites proposals from consultants with the experience and skills described above. Please send the following to Elena Milanovska, Ass. Director Housing System, at [emilanovska@habitat.org](mailto:emilanovska@habitat.org) by **15 March 2023**.

### Proposal contents:

- For companies* - Background/Administrative information including name of applicant, correspondence address, telephone number and e-mail address, list of the proposed consultants with detailed CVs for the consulting companies  
*For individual consultants* - a Cover letter and CV.
- At least 3 references of professional experience in conducting similar services in the financial sector and professional experience.
- Technical proposal with description of the consultant's approach and methodology, tools to be used, and tentative work plan as well as a structure of the market study report.
- Financial proposal.

### ToR reception:

By responding to this ToR, the consultant agrees to be responsible for fully understanding the requirements or other details of the ToR and will ask any questions to ensure such understanding is gained. Habitat for Humanity International retains the right to disqualify consultants who do not demonstrate a clear understanding of our needs. Furthermore, the right to disqualify a consultant extends past the contract award period and HFHI will be at no fault, cost, or liability.

### Good faith statement:



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All information provided by HFHI is offered in good faith. Specific items are subject to change at any time based on business circumstances. HFHI does not guarantee that any particular item is without error. HFHI will not be held responsible or liable for use of this information or for any claims asserted therefrom.

**Communication and proposal submission guidelines:**

Communications shall not be effective, unless a specified employee who is responsible for managing the selection's process formally confirms these communications in writing. In no case shall verbal communication govern over written communications.

**8. Selection process and criteria**

All proposals will be evaluated systematically, based on the following key criteria. The purpose of this section is to identify suppliers with the interest, capabilities, and financial stability to supply consulting services, as defined in this ToR. Following is a prioritized list of our key evaluation criteria:

- Profile and competencies of the appointed consultant or team: knowledge, experience, composition, and other necessary competencies.
- Suitability of the financial proposal: for the activities laid out in the methodology, within the financial possibilities of the project, etc.
- Quality of the methodological proposal: aspects that will help us to assess their suitability for that, which is proposed in the ToR, quality of the proposal, feasibility, etc.

**Final Selection:**

Consultant(s) who have demonstrated their capacity to meet our needs will be contacted via phone and/or email to be notified of their selection to move forward in the selection's process. Consultants, who have not been selected, will not be contacted.

**9. Other provisions**

**Waiver Authority:**

HFHI reserves the right, at its sole discretion, to waive minor irregularities in submittal requirements, to request modification of the response, to accept or reject any or all responses received, and/or to cancel all or part of this ToR at any time prior to awards.

**Disclaimer:**

This RFP does not commit HFHI to award any funds, pay any costs incurred in preparing a response, or procure or contract for services or supplies. HFHI reserves the right to accept or reject any or all responses received, negotiate with all qualified Respondents, cancel or modify the RFP in part or in its entirety, or change the response guidelines, when it is in its best interest.

**Changes/Amendments to ToR:**

This ToR has been distributed electronically using HFHI's email system. Any update and/or



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changes will be communicated by this process.

*HFHI is an equal opportunity employer and seeks to employ and assign the best qualified personnel for all our positions in a manner that does not unlawfully discriminate against any person because of race, color, religion, gender, marital status, age, national origin, physical or mental disability, sexual orientation, veteran/reserve national guard status, or any other status or characteristic protected by law.*

*Safeguarding: HFHI requires that all employees take seriously their ethical responsibilities to safeguarding our intended beneficiaries, their communities, and all those with whom we work. Managers at all levels have responsibilities to support and develop systems that create and maintain an environment that prevents harassment, sexual exploitation, and abuse, safeguards the rights of beneficiaries and community members (especially children),*