



Terms of Reference for Final External Evaluation of the ReSea Project

LOCATION:

Kilifi Seascape (Kenya), Tanga-Pemba Seascape (Tanzania), Inhambane Seascape (Mozambique), Antsiranana Seascape (Madagascar), and Mohéli Seascape (Comoros)

EXPECTED START DATE:

October 20, 2026

DEADLINE FOR SUBMISSION OF TECHNICAL AND FINANCIAL PROPOSALS:

October 1st, 2026, at 10:00 PM, EAT (Eastern Africa Time) UTC/GMT +3.

TYPE OF CONSULTANCY:

National consultants

EXPECTED LEVEL OF EFFORT:

40-60 working days

LANGUAGES REQUIRED:

English, French and Portuguese

I BACKGROUND

I.1 About the Project

The marine and coastal ecosystems of the Western Indian Ocean (WIO) play a vital role in ensuring food security and supporting the livelihoods of coastal communities. However, these ecosystems are facing increasing threats from rapid urbanization, population growth, coastal development, land reclamation and conversion, and the unsustainable exploitation of natural resources. Climate change further exacerbates these pressures, contributing to more frequent coral bleaching events, flooding and related hazards, and sea-level rise.

The Regenerative Seascapes for People, Climate and Nature Project (ReSea), funded by Global Affairs Canada under the Partnering for Climate initiative, aims to enhance the physical and socio-economic resilience of 71,087 people, including women, men, and youth living in coastal communities across Kenya, Tanzania, Mozambique, Comoros, and Madagascar.

Anchored in the Western Indian Ocean-led and Africa-driven Great Blue Wall (GBW) initiative, the Project supports the establishment of a network of sustainable seascapes that contribute to increased climate and socio-economic resilience for coastal communities.

The Project is structured around **three pillars**:

1. **Blue Planet:** Improved effectiveness, equity, and gender responsiveness in the conservation of marine protected areas (MPAs) and locally managed marine areas (LMMAs) in the WIO, including key coastal and marine ecosystems, for the benefit of both biodiversity and people (Intermediate Outcome I100).
2. **Blue Nature:** An enabling environment that enhances the adoption of gender-responsive nature-based solutions (NbS) for climate change adaptation through the effective management and sustainable use of coastal and marine resources in the WIO (Intermediate Outcome I200).
3. **Blue People:** Increased economic empowerment of women, in all their diversity, through nature-based value chains for climate change adaptation in the WIO region (Intermediate Outcome I300).

The Project is implemented through a complementary partnership between Mission inclusion (MI) and the International Union for Conservation of Nature (IUCN) as part of the Government of Canada's Partnering for Climate initiative. This partnership works in close collaboration with local women's rights organizations, conservation organizations, and regional technical actors (service providers) to deliver inclusive and transformative change at both the community and global levels.

I.2 About Mission inclusion

Mission inclusion is a non-profit organization based in Canada founded in 1962 and has for 76 years worked for a fairer and more dignified world, where no one is left behind. To fight against the vulnerability of people in Quebec and around the world, Mission inclusion supports community organizations in Canada and its loyal international partners overseas. Through its projects and structuring and innovative initiatives, the Foundation is mobilizing with its allies for a committed and inclusive world, where the rights of families and women are preserved. Mi is responsible for the overall Project as a lead of the Partnership and signatory of the Contribution Agreement. Mi also leads the third component/pillar of the project "Blue People" as well as the MEAL and Communications - components. Additionally, Mi serves as the country lead for project implementation in Kenya and Madagascar.



Mission inclusion adopts an inclusive approach that integrates feminist, intersectional, ecological, anti-racist, and decolonial principles, while emphasizing the importance of collaborating with and respecting the work and agendas of local organizations, particularly the feminist organizations with which we partner. This approach recognizes that people's experiences are shaped by various factors, including race, socioeconomic status, disability, sexual orientation, and gender identity. It seeks to address these intersecting identities in order to combat all forms of overlapping oppression and discrimination.

By supporting these diverse partners, Mission inclusion respects and amplifies local voices, ensuring that solutions are rooted in the specific needs and contexts of communities, while adopting a holistic perspective to address inequalities in a comprehensive manner. Mission inclusion promotes collaboration and inclusion by working with a diverse range of local organizations and leaders to develop inclusive, equitable, and rights-based initiatives that strengthen community capacity and leadership. At the same time, it is committed to fostering inclusive, equitable, and open communities where diversity is respected and where every individual can exercise their rights and access the collective benefits of society.

1.3 About IUCN

Created in 1948, IUCN has evolved into the world's largest and most diverse environmental network. Our Members include expert and influential government, non-government and Indigenous Peoples' Organisations from over 160 countries, drawing upon more than 15,000 experts worldwide.

IUCN is the only institution that brings governments and civil society together with one purpose: to advance sustainable development and create a just world that values and conserves nature.

The Union's diversity, depth and reach give its decisions a powerful mandate and its actions profound impact. In this project, IUCN plays a co-management role of the Project, as well as being lead for the first two components "Blue Planet" and "Blue nature", and country lead for the project in Tanzania, Mozambique and Comoros.

2 CONSULTANCY

2.1 Context

The Regenerative Seascapes for People, Climate and Nature (ReSea) Project is a regional initiative implemented by Mission inclusion (Mi) and the International Union for Conservation of Nature (IUCN) across Kenya, Tanzania, Mozambique, Madagascar and the Comoros. Funded by Global Affairs Canada through the Partnering for Climate initiative, the project aims to strengthen the physical, ecological and socioeconomic resilience of coastal communities affected by climate change and environmental degradation.

The project is anchored within the Great Blue Wall initiative and seeks to contribute to the restoration and sustainable management of coastal and marine ecosystems while strengthening women's economic empowerment and leadership. ReSea is implemented through three complementary pillars: Blue Planet, Blue Nature and Blue People. Together, these pillars are intended to strengthen biodiversity conservation, support climate adaptation through nature-based solutions and increase women's participation and benefits within sustainable blue economy value chains.



Baseline and Gender-Based Analysis Plus (GBA+) studies were conducted at the beginning of project implementation and provide a foundation for assessing change over time. The final evaluation will build upon these studies and all monitoring and performance data generated throughout implementation to assess project performance, results, sustainability and lessons learned.

Mission inclusion seeks to commission an independent final evaluation of the ReSea Project consistent with OECD-DAC evaluation criteria and aligned with Global Affairs Canada's expectations regarding Results-Based Management, Gender Equality and Social Inclusion (GESI), accountability and learning.

2.2 Mandate

Mission inclusion and IUCN are seeking an independent evaluation team to conduct a comprehensive final evaluation of the ReSea Project. The consultant firm is expected to operate under a significant time constraint, utilizing pre-established tools to ensure consistency across all data collection zones. Flexibility in planning a budget allocation is crucial, and the consultant should be prepared to adapt their plans and financial resources accordingly. We rely on the consultant's responsiveness and ability to efficiently manage the project within the specified timeframe.

The consulting firm must be based in one of the five countries and demonstrate proven experience working in at least two of them. It must also possess the capacity and logistical reach to carry out the assignment across all five seascapes covered by the project (including being able to work in anglophone, francophone and lusophone contexts), ensuring consistent and high-quality data collection and stakeholder engagement throughout the evaluation process.

The final evaluation shall use both quantitative and qualitative methods to assess project performance, document evidence of results and generate lessons learned and recommendations for future programming. The evaluation should provide a robust assessment of project achievements and shortcomings while identifying factors that facilitated or hindered implementation and sustainability.

The evaluation shall adopt a theory-based approach and assess the extent to which the project's Theory of Change materialized in practice. Particular attention shall be given to understanding contribution pathways and the interactions between environmental, climate adaptation and gender equality outcomes.

The final evaluation report shall be submitted no later than January 29, 2027.

The consultancy firm will conduct data collection in the following seascapes:

- Moheli (Comoros)
- Northern Kenya - Kilifi (Kenya)
- Antsiranana (Madagascar)
- Inhambane (Mozambique) and
- Tanga-Pemba (Tanzania)

The evaluation must adopt a participatory and inclusive approach, incorporating feminist, ecologist, anti-racist, and decolonial principles. The consulting team will be responsible for proposing an evaluation methodology that is consistent with Mission inclusion's feminist and intersectional approach. This entails ensuring that the evaluation takes into account the diverse experiences and perspectives of individuals, particularly women, youth and marginalized groups,



while promoting social justice and equality through participatory and inclusive data collection and analysis practices.

For the purposes of this evaluation, Mission inclusion's feminist and intersectional approach implies the following operational commitments:

Feminist approach: The evaluation treats gender inequality not as a variable to measure but as a structural condition to analyse. This means examining how gender norms, power relations, and unequal access to resources shaped project design, participation, and outcomes — including unintended effects and trade-offs. The evaluation should assess whether the project reinforced, challenged, or transformed existing gender power dynamics, and not simply whether women participated.

Intersectional approach: The evaluation recognizes that participants' experiences are shaped by overlapping and mutually reinforcing systems of inequality — including gender, age, socioeconomic status, disability, ethnicity, geographic location, and marital status. Analysis must go beyond sex-disaggregated data to examine how these intersecting identities produce differentiated access to project benefits and differentiated exposure to risks and harms.

Anti-racist and decolonial approach: The evaluation must critically examine the power dynamics embedded in the evaluation process itself — between the evaluating team and the communities consulted, between northern and southern knowledge systems, and between quantitative "evidence" and local or indigenous knowledge. Findings and recommendations should be co-validated with local partners and community representatives before finalization. The evaluation team is expected to reflect on its own positionality and to document how this was managed throughout the process.

Ecological approach: The evaluation should treat environmental and social outcomes not as parallel tracks but as interconnected systems. This includes examining how gender dynamics influence access to and governance of natural resources, and conversely how ecosystem health conditions livelihood options — particularly for women and marginalized groups.

2.3 Specific Evaluation Objectives

The evaluation will assess the performance of each of its **three pillars against the six OECD-DAC evaluation criteria:**

- a. The **relevance** refers to the extent to which the project objectives, design and interventions responded to the priorities, needs and rights of target populations, partner organizations and other stakeholders. It also examines whether the project remained appropriate and responsive to changing environmental, social, economic and institutional contexts throughout implementation. The relevance assessment shall also examine whether the project's design adequately reflected an intersectional understanding of the communities it sought to serve — in particular, whether the needs, priorities, and knowledge of the most marginalized groups (including women with disabilities, ethnic minorities, adolescent girls, and female-headed households) were meaningfully incorporated into project design, or whether a more homogeneous representation of "women" was assumed.
- b. The **coherence** refers to the compatibility and complementarity of the project with other interventions, policies, strategies and frameworks operating at local, national, regional and international levels. This includes internal coherence across the three pillars



- of the ReSea Project, as well as external coherence with government priorities, donor initiatives and relevant conservation, climate adaptation and gender equality frameworks. The firm will document how the approaches and tools developed in ReSea differ from previous practices in the same seascapes, and how they represent a new contribution to inclusive marine governance and the feminist blue economy in the region. The coherence assessment shall also examine the extent to which the project's feminist and intersectional approach was coherent across its three pillars — specifically whether Blue Planet and Blue Nature integrated gender-transformative principles at the same level as Blue People, or whether gender equality was siloed within the third pillar.
- c. The **effectiveness** refers to the extent to which the project achieved its intended outputs, immediate outcomes and intermediate outcomes. It also examines the factors that facilitated or hindered achievement of results and assesses whether the chosen implementation approaches were successful in producing the expected changes. The effectiveness assessment shall distinguish between outputs that reached women and outcomes that changed the conditions that constrain women's agency, rights, and wellbeing. It shall examine whether the project produced changes in awareness and capacity (immediate outcomes) and whether these translated into observable changes in behaviour, practices, or norms (intermediate outcomes) — with specific attention to whether power relations within households, community governance structures, and value chains shifted as a result of project interventions.
 - d. The **efficiency** refers to the extent to which financial, human, technical and time resources were converted into results in an economical, timely and cost-effective manner. This includes an assessment of project management, partnerships, implementation arrangements and the extent to which resources were used optimally to achieve intended results. The evaluation should also assess the cost-effectiveness of selected project approaches and interventions, comparing the resources invested with the nature and magnitude of results achieved and identifying approaches that demonstrate potential for efficient replication or scaling.
 - e. The **impact** refers to the extent to which the project contributed to significant positive or negative, intended or unintended, with a particular attention to backlash effects on women participants, risks of instrumentalizing women's labour in conservation or value chain activities without commensurate benefits, and the extent to which project interventions may have reinforced rather than challenged existing social hierarchies. Particular attention should be given to the project's contribution to climate resilience, biodiversity conservation, ecosystem regeneration, women's economic empowerment, gender equality and social inclusion, while recognizing the influence of external factors and other actors operating within the same context. To the extent permitted by the evaluation design and available data, the evaluation should seek to establish credible evidence of the project's contribution to observed changes and assess the strength of evidence supporting causal claims.
 - f. The **sustainability** refers to the likelihood that project benefits, capacities, partnerships, governance mechanisms and environmental gains will continue after external support has ended. This includes consideration of institutional, financial, environmental, social and policy dimensions of sustainability, as well as the long-term viability of inclusive marine governance structures, inclusive Nature-based Solutions (NbS), inclusive blue businesses and other project interventions. Specifically, the evaluation should be able to answer the following questions: To what extent are the approaches tested in ReSea transferable to

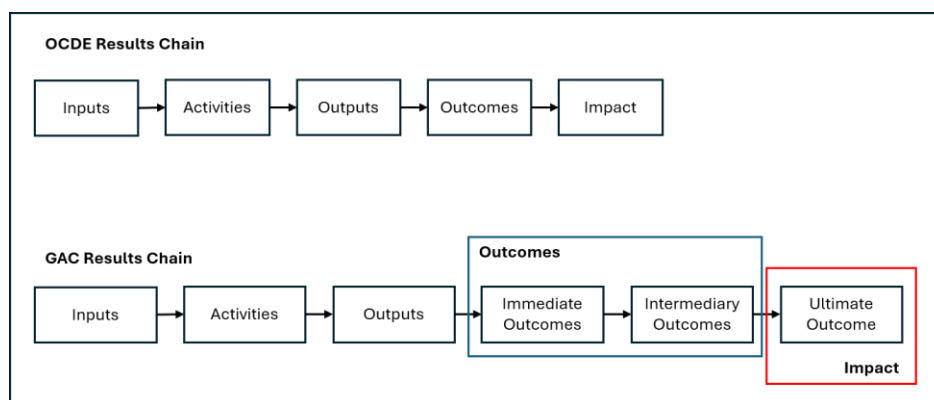


other similar contexts in the Western Indian Ocean region? What institutional, financial, and community conditions would be necessary for regional scaling up? The sustainability assessment shall specifically examine whether the capacities, networks, and leadership developed in women and marginalized groups during the project are institutionally anchored in ways that do not depend on continued external support. This includes assessing whether women's increased leadership in marine governance structures is protected by formal mechanisms, and whether the project contributed to changes in the social norms and institutional policies that govern women's access to natural resources and economic opportunities.

3 METHODOLOGY

3.1 Definitions

- a) **Ultimate outcome:** According to Global Affairs Canada (GAC), an ultimate outcome is defined as a “change in the state, condition, or well-being of beneficiaries” that generally occurs **after the project has ended**. It represents the “highest-level change to which an organization, policy, project, or project contributes through the achievement of one or more intermediate outcomes.”
- b) **Intermediate outcomes:** According to GAC, intermediate outcomes refer to a “change that is logically expected to occur once one or more immediate outcomes have been achieved. In terms of timing and level, these are **medium-term outcomes** that are usually attained by the end of a project or project and generally take the form of changes in behaviour, practices, or performance among intermediaries or beneficiaries.”
- c) **Immediate outcomes:** According to GAC, immediate outcomes are defined as a “change that is logically expected to occur once one or more outputs have been provided or delivered by the implementer. In terms of timing and level, these are **short-term outcomes** that generally manifest themselves as changes in the capacities of intermediaries or beneficiaries, such as improved awareness, knowledge, skills, etc.”
 - i. The assessment of a project’s effectiveness concerns this level of results, namely those directly attributable to project interventions.
- d) The **results chain**, according to Global Affairs Canada (GAC), is a “visual description of the logical relationships illustrating the links between inputs, activities, outputs, and outcomes of a given policy, program, or project.” It is important to understand that this differs from the OECD results chain in the number of levels it contains. The following figure compares the two results chains.



3.2 Approach

The consulting team shall employ a mixed-methods approach, combining quantitative and qualitative data collection and analysis techniques. Quantitative data will be analyzed using appropriate statistical methods to assess the extent to which expected results have been achieved and to examine the project's contribution to observed changes. Qualitative data will be analyzed through thematic coding to provide evidence-based assessments of project outcomes, impacts, and other dimensions that cannot be adequately measured through quantitative methods alone.

The use of mixed methods will allow for a more nuanced understanding of the project's effects by engaging a broad range of stakeholders, including beneficiaries, non-beneficiaries, community representatives, project partners, and local authorities. This approach will also facilitate a deeper analysis of the role played by various actors involved in or influencing the intervention.

Data triangulation will be a core principle of the evaluation. Multiple sources of information and different types of evidence will be systematically cross-checked to strengthen the validity and reliability of findings. Evaluation conclusions should be based on converging evidence from document reviews, field research, consultations, and quantitative and qualitative analyses.

All data collected and analyzed must be disaggregated to reflect the diversity of participants and partners involved in the project. At a minimum, results should be disaggregated by sex, age, socioeconomic status, vulnerability factors, geographic location, and any other relevant contextual criteria. Particular attention should be paid to sample representativeness to ensure that evaluation findings are inclusive, evidence-based, and capable of identifying differentiated project effects across population groups.

3.3 Multiple Sources

In the targeted communities, the evaluation team will conduct a comprehensive review of relevant project documentation and secondary sources, including baseline and monitoring data, progress reports, evaluations, project performance indicators, national policies, and other contextual information. Available data should be analyzed and presented in a disaggregated manner (sex, age, socioeconomic status, geographic location, and other relevant variables).

This combination of methods will provide a robust evidence base for assessing the project's relevance, coherence, effectiveness, efficiency, impact, and sustainability, while ensuring that the perspectives of affected communities, partners, project staff and key stakeholders are meaningfully incorporated into the evaluation process.

3.4 Intersectional and feminist analysis framework

Beyond sex-disaggregated quantitative data, the evaluation shall employ a qualitative analytical framework that examines power dynamics at multiple levels: within households, within community governance structures, within the project partnership itself, and between the project and external institutional actors. The evaluation team shall document how intersecting inequalities — including gender, age, disability, ethnicity, socioeconomic status, and geographic remoteness — produced differentiated participation and differentiated outcomes across the five seascapes.

Data collection tools shall be designed to enable participants to speak to their own experience of power and exclusion, rather than only to measure predefined indicators. Focus group discussions shall be structured to give voice to participants who are typically underrepresented in community consultations — including women with disabilities, younger women, non-literate women, and



women from ethnic minority groups — through facilitation methods adapted to literacy levels, mobility constraints, and cultural safety considerations.

The evaluation shall also apply a decolonial lens to knowledge production: local and indigenous ecological knowledge shall be documented and treated as analytically valid evidence, not merely as contextual background. The evaluation team shall document, in a dedicated methodological annex, how positionality was managed throughout the process and what measures were taken to ensure that community voices were not filtered or reframed through the evaluators' own interpretive frames.

3.5 Data Collection Requirements

- a) Ensure strict compliance with Mission Inclusion's safeguarding policies and its Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) requirements throughout all stages of the evaluation. These policies will be provided to the selected consulting team.
- b) Include a Quality Assurance Plan outlining the systems and processes that will be used to ensure the quality of all key deliverables throughout the consultancy assignment. The plan should describe approaches for:
 - i. Training enumerators, facilitators, interviewers, and note-takers, including on safeguarding, ethics, and responsible research practices, where required;
 - ii. Protecting the confidentiality and privacy of evaluation participants in accordance with national and international ethical standards, with particular attention to vulnerable groups (such as adolescent girls in this case) and in accordance with Mi's and IUCN's guidance, protocols and tools (i.e. Mi's consent form);
 - iii. Carefully designing and administering sensitive questions (for example, regarding violence, risk, exclusion, discrimination, or power dynamics) and creating safe environments in which participants can respond freely and without fear of harm;
 - iv. Ensuring secure data management practices and robust procedures for the storage, transfer, retention, and protection of personal information;
 - v. Quality control checks on data collection done by field team;
 - vi. Monitoring and verifying the quality of interviews, focus group discussions, surveys, and other field data collection activities conducted by the evaluation team.
- c) Adopt a participatory and inclusive approach by actively engaging project participants, local partners, and other relevant stakeholders throughout the evaluation process. Where feasible, this should include involvement in the refinement of the methodology, data collection, interpretation of findings, validation of results, and formulation of recommendations. Such participation helps ensure that the experiences and perspectives of affected groups are reflected in the evaluation and strengthens the relevance, ownership, and usefulness of findings.
- d) Ensure that data collection teams are gender-balanced and, where possible, include women enumerators from the local communities or from the same cultural and linguistic background as participants, particularly for sensitive topics related to gender-based violence, intra-household power dynamics, and economic dependency. The evaluation team shall document the composition and training of data collectors in the inception report, including how feminist and intersectional principles were operationalized in their preparation.



- e) The consulting team shall be responsible for organizing and financing its own travel arrangements, field logistics, and security measures related to data collection and site visits. Responsibility for the safety and security of consultants and team members rests entirely with the consulting firm or individual consultant, who must take all necessary precautions and implement appropriate risk mitigation measures throughout the assignment.

4 EVALUATION SCOPE

4.1 Sampling Strategy

The ex-post evaluation will cover the project's intervention areas across five seascapes in the Western Indian Ocean region:

- Kilifi Seascape (Kenya)
- Tanga-Pemba Seascape (Tanzania)
- Inhambane Seascape (Mozambique)
- Antsiranana Seascape (Madagascar)
- Mohéli Seascape (Comoros)

The evaluation sample will be drawn from the project's beneficiaries and participating structures across the five intervention areas (refer to Appendix A – groups targeted by ReSea). To support the development of the sampling approach, the table below provides an overview of the main project-supported coastal and marine management structures and groups within each seascape.

List of ReSea project targeted coastal and marine structures

Seascape	Marine Protected Area	LMMA/CCPS/ BMUs	Blue Economy Incubation (BEI) Groups	NbS Demonstration Sites
Kilifi, Kenya	2	14 BMUs (Beach Management Unit)	8	2
Tanga-Pemba, Tanzania	2	28 BMUs	12	2
Inhambane, Mozambique	1	14 CCPs	11	2
Antsiranana, Madagascar	2	19 LMMAs (4-MNP; 15- CI)	10	2
Mohéli, Comoros	1	9 BMUs	4	1
Total	8	104	45	9

Based on this project footprint, the consulting firm shall propose a statistically sound, representative and context-appropriate sampling strategy, including the sampling frame, sample size determination, sample allocation, and respondent selection procedures. The proposed approach should ensure adequate representation of key stakeholder groups, including women,



men, youth, vulnerable groups (i.e. people with disabilities, ethnic minorities, displaced people) community leaders, natural resource users, members of project-supported management structures, and other relevant beneficiaries.

The proposal should clearly explain how the sample will be distributed across countries, seascapes, and stakeholder categories, and justify the rationale for the proposed allocation. The consulting firm is encouraged to consider a combination of quantitative and qualitative sampling approaches, as appropriate, to ensure both representativeness and depth of analysis.

Given the multi-country nature of the project, the sampling strategy should account for the demographic, geographic, cultural, linguistic, and logistical contexts of each seascape while ensuring consistency and comparability of findings across intervention areas. The proposed methodology should demonstrate how the evaluation will generate reliable, representative, and statistically credible evidence on project results, outcomes, sustainability, and impact.

4.2 Resources Available

To facilitate the implementation of the ex-post evaluation, Mission Inclusion will make a number of resources available to the selected consulting firm. These resources are intended to support the planning, data collection, analysis, and reporting phases of the evaluation. They include, but are not limited to:

- **Access to project documentation:** The consulting firm will have access to all relevant documentation related to the project, including project proposals, narrative and financial reports, logical frameworks, monitoring tools, monitoring and evaluation reports, available databases, organigram, baseline studies, previous evaluations, and any other documents deemed relevant to the assignment.
- **Local coordination and logistical support:** ReSea project staff in each country of implementation will provide support in coordinating data collection activities, including facilitating contact with local stakeholders and supporting the organization of field visits within project intervention areas.
- **Access to stakeholders:** The consulting firm will be supported by Mission Inclusion in facilitating access to project participants including community representatives, local authorities, implementing partners and other relevant stakeholders. However, as the evaluation will take place during the project demobilization period, Mission Inclusion's staff availability at seascape level will be limited as the organization does not have staff based in some of the seascapes (such as Mozambique and Comoros). Stakeholder access and coordination will therefore be facilitated primarily through the Mission Inclusion regional team in Nairobi and the Canada office, complemented where feasible by staff of implementing partners at seascape level. The consulting firm should take primary responsibility for planning and coordinating stakeholder engagement and factor the limited availability of project staff into its proposed methodology, workplan and budget.
- **Technical MEAL support:** Mission Inclusion's MEAL Advisor, based in Kenya, will be available to support the consulting firm in understanding the evaluation mandate, accountability framework, project theory of change, and MEAL tools and systems used throughout project implementation. The MEAL Advisor will also provide feedback on and validate proposed methodological tools and approaches as required.
- **Security and contextual information:** While the consulting firm is fully responsible for conducting its own risk assessments and ensuring the safety and security of its



personnel, Mission Inclusion may share relevant contextual and security information to support fieldwork planning and operational decision-making.

The consulting firm shall nevertheless remain fully autonomous in carrying out the evaluation, including the mobilization and management of its team, fieldwork logistics, data collection and analysis, quality assurance processes, and the production of all evaluation deliverables.

5 EVALUATION IMPLEMENTATION PHASES

5.1 Expected Deliverables

- a) **Inception Plan** including: the project context, the purpose and objectives of the evaluation, stakeholder analysis, quality insurance plan, evaluation questions, evaluation matrix (design, methods, sampling approach, data sources, assumptions, etc.), data collection plan and analysis tools, detailed work plan, outline of the evaluation report, risks and mitigation measures, and ethical considerations (informed consent, confidentiality and anonymity, protection of vulnerable populations, measures to minimize risks of re-traumatization, etc.).
- b) **Debriefing Note** to present and validate preliminary findings with the Coordination Committee. The Coordination Committee will review and validate the initial findings and conclusions.
- c) **Draft Evaluation Report** to present and validate preliminary findings and conclusions with the Coordination Committee. The feedback provided and the required revisions will be included in the final version of the report. This report should include a summary (4-6 pages) of the key lessons learned and success factors, written with a view toward replication and scaling up, and intended for potential donors and partners.
- d) **Final Evaluation Report** submitted to the Coordination Committee for approval. Gender equality, social inclusion and intersectional analysis shall be mainstreamed throughout the final evaluation report and shall inform the analysis of all data, findings, conclusions and recommendations.
 - In addition, the final evaluation report shall include a dedicated chapter or substantial section on gender equality and intersectional analysis, documenting: (i) differentiated outcomes by gender, age, and other intersecting factors across each pillar and each seascape; (ii) an analysis of shifts — or absence of shifts — in power relations at household and community levels; (iii) unintended consequences for women and marginalized groups; and (iv) implications for future programming from a feminist and transformative perspective. This section shall not be a standalone annex but shall be integrated into the substantive analysis of each evaluation criterion.
- e) **Presentation** of the final evaluation report to the Coordination Committee and other relevant stakeholders.

In addition to the deliverables listed above, Mission Inclusion expects to receive the following:

- f) Photographs documenting field visits and data collection activities.
- g) All raw data collected during the evaluation, in accessible and organized formats.
- h) Cleaned and analyzed datasets, including any coding frameworks, databases, or analytical outputs used to generate findings.



- i) Communication and knowledge-sharing materials used during validation and dissemination workshops, including presentations, summaries, infographics, or other tools developed to communicate evaluation results to stakeholders.

5.2 Assignment Timeline

The assignment, including data collection activities, analysis, report writing, presentation of findings, and submission of final deliverables, shall be carried out between October 20, 2026 and January 29, 2027.

Deliverables Calendar	
October 30, 2026	Submission of the Inception report (including refined Methodology, Data Collection Plan and Tools)
December 18, 2026	Submission of the Debriefing Note
January 15, 2026	Submission of the Draft Evaluation Report
January 29, 2026	Submission of the Final Evaluation Report and all other final deliverables
January 29, 2026	Presentation of the Final Evaluation Report and key findings
Preparation Phase	
October 20 to 30, 2026	- Review, refine and confirm the different data collection tools and samples submitted by Mi/IUCN, in order to provide high-quality data collection guidelines (Kobo collect, FGDs) and protocols for data collection methodologies (safety, confidentiality etc.) ensuring faithful capture of project participant voice and validity of collected data; - Mapping of the communities to confirm the individuals to select for each tool, in accordance with the sample (for each sample, the consultant will be required to include a representative number of vulnerable and discriminated groups, and to include a diversity of targeted groups by ReSea, as listed in Appendix A); - Establishment of a data collection calendar for each seascape; - Submission of an inception report (which includes the Methodology, data collection plan, and tools) and integration of feedback received from the Coordination Committee; - Carrying out all recruitment, training, deployment and supervision of data collectors/interviewers and note-takers required to complete the assignment efficiently; - Ensuring strict adherence to Mission inclusion's Global Safeguarding and Preventing Sexual Harassment, Exploitation and Abuse (PHSEA) policies, procedures, and guidelines at all stages of the study (these documents will be provided to selected consultant firms).
Data Collection Phase	
November 2 nd to December 18, 2026	- Data collection activities.



	- Submission of a debriefing note presenting preliminary findings and integration of feedback received from the Coordination Committee.
Report Writing Phase	
December 21 st , 2026 to January 29, 2027	- Compile the collected data. - Process and present the data disaggregated by gender/age/country (and self-reported vulnerability factors). - Analyze the quantitative and qualitative data, using a gender analysis lens. - Submission of the draft evaluation report and incorporation of feedback received from the Coordination Committee. - Submission of the final evaluation report taking into account the feedback provided. - Presentation of key findings, conclusions, lessons learned, and recommendations.

6 ROLES AND RESPONSIBILITIES

6.1 Consultant Firm

- Review the projects documents submitted by Mi and IUCN (initial baseline report, annual operation and result reports, Performance Management Framework (PMF), Project Implementation Plan (PIP), and GESI Strategy).
- Revise and propose adjustments to the data collection tools, including the sample.
- Prepare and revise a data collection plan (see section 5.1).
- Recruit and train local enumerators and field staff, including on safeguarding, ethical considerations, and participatory and inclusive approaches to data collection.
- Adapt data collection tools to local languages, and context.
- Coordinate and manage all logistics related to data collection activities.
- Ensure accurate, consistent, and high-quality data entry, verification, and management processes to produce reliable, representative, and nuanced datasets.
- Ensure that all data collection activities are gender, age, and vulnerability-sensitive, while adhering to protection and safeguarding principles. Particular attention should be given to ensuring that participants' voices are meaningfully captured and that risks of re-traumatization or harm are minimized.
- Collaborate with local partners to organize and facilitate focus group discussions and other stakeholder consultations.
- Prepare a debriefing note (see section 5.1).
- Process, compile, and analyze the data collected, ensuring that qualitative and quantitative findings are integrated in a coherent, rigorous, detailed, and evidence-based manner that accurately reflects the perspectives of the various stakeholders consulted.
- Prepare a draft evaluation report integrating the feedback provided on the debriefing note (see section 5.1).
- Submit the final evaluation report integrating the feedback provided on the draft evaluation report and all final deliverables (see section 5.1).



- Facilitate a virtual results-sharing workshop to present the evaluation findings, conclusions, and key recommendations, supported by a PowerPoint presentation or a similar visual communication tool (see section 5.1).

6.2 Coordination Committee

- Provide the evaluation team with all relevant project documentation and information required for the assignment.
- Provide data collection tools and guidance throughout the data collection process.
- Review, provide feedback on, and approve all key documents and deliverables submitted by the consulting firm.
- Collaborate in reviewing all key documents and deliverables submitted by the consulting firm.
- Ensure that a Gender Equality and Social Inclusion (GESI) approach, aligned with Mission Inclusion's feminist MEAL framework, is effectively integrated into the evaluation methodology, data collection processes, analysis, and final deliverables.
- Facilitate coordination of data collection activities with relevant stakeholders to ensure a participatory, inclusive, and contextually appropriate evaluation process.

7 PROFILE OF THE FIRM

The firm should have:

- Demonstrated experience in conducting large-scale data collections, both qualitative and quantitative.
- Demonstrated experience of quantitative and qualitative research and data analysis.
- Knowledge and experience in gender equality, environmental issues (i.e. climate changes, biodiversity) and women economic empowerment in the 5 countries.
- Fluency in English is mandatory, and ability to work and mobilize staff that are fluent in French, Portuguese and any of the local language of the 5 seascapes (spoken and written) is required.
- Ability to produce high-quality work under tight timeframes.
- Experience in at least 2 out of the 5 countries and operational capacities (or ability to mobilize a team) in the 5 countries.
- Ability to quickly kick-start a data collection process in one or multiple countries of the WIO, with a team of experienced enumerators on hand.
- Profound understanding of the local and regional environment.
- Demonstrated expertise in feminist and intersectional evaluation methodologies, including: experience designing evaluation frameworks that go beyond sex-disaggregated data to analyse power relations and structural inequalities; experience facilitating inclusive consultations with marginalized groups (women with disabilities, ethnic minorities, adolescent girls); and familiarity with at least one recognized feminist evaluation framework (such as those developed by CEDAW, UN Women, or the Global Fund for Women's Feminist Principles for Evaluation). Evidence of this expertise must be demonstrated in the two evaluation reports submitted with the application. The evaluation team composition must at minimum include people with professional background and experience in gender equality, environmental issues (i.e. climate changes, biodiversity) and women economic empowerment to ensure that the technical expectations of the project are met.



- At least one member with demonstrated expertise in decolonial and anti-racist research methodologies, including experience critically examining power dynamics within the evaluation process itself and applying community-based validation processes for evaluation findings.
- Ability to closely collaborate with feminist partners.
- Proficiency in using KoboCollect.

8 SUBMISSION

8.1 Application Package and Procedures

Applications for the consultancy must include the following components, to a total of no more than 25 pages (not including appendices, CVs, etc.):

- I. Technical proposal clearly demonstrating a thorough understanding of this ToR and including the following:
 - a) Demonstrated previous experience in coordinating and managing complex evaluations of a similar nature, preferably final evaluations of multi-country development, conservation, or natural resource management projects.
 - b) An outline of the overall approach to the final evaluation data collection and analysis process, including the assessment of project relevance, effectiveness, efficiency, outcomes, impact, and sustainability.
 - c) A proposed plan for implementing the final evaluation, with due consideration for timing, logistics, travel requirements, and budget efficiency, in accordance with the countries.
 - d) A detailed methodology for collecting and analyzing quantitative and qualitative data required for the final evaluation. The methodology should also describe ethical considerations and safeguards to ensure participant protection, confidentiality, informed consent, and data security throughout the evaluation process.
 - e) A proposed workplan and timeframe detailing all key evaluation activities, deliverables, milestones, and reporting requirements.
 - f) Team composition, including the roles, responsibilities, level of effort, and relevant expertise of each proposed team member, demonstrating the team's capacity to successfully undertake a multi-country final evaluation.
 - g) A description of the proposed quality assurance and quality control mechanisms that will be applied throughout the evaluation process to ensure the reliability, validity, and credibility of findings.
 - h) An explanation of how gender equality, youth inclusion, and other cross-cutting themes will be integrated into the evaluation design, data collection, analysis, and reporting processes.
2. A financial proposal with a detailed breakdown of costs for the study (including all applicable taxes):
 - a) All costs and fees;
 - b) Expenses related to data collection, analysis, and report writing, including travel costs;



- c) Administrative expenses, itemized by expenditure category (please refer to the [Government of Canada's Guidance on Eligible Costs for Development Initiatives](#) to determine eligible and ineligible expenditures);
 - d) Cost adjustment provisions or contingency allowances in the event of a contract extension or changes in the economic context; and
 - e) The validity period of the proposal.
3. **Curriculum Vitae** of all proposed staff outlining relevant experience, including a list of all relevant publications.
 4. In the case of a registered organization, the most recent **financial statements** and **latest audit report**.
 5. **References and/or letters of recommendation** from previous clients for similar assignments.
 6. A copy of **two previous reports** of a similar nature undertaken on qualitative study or assessment on gender equality, environmental issues (i.e. climate changes, biodiversity) or women economic empowerment,

Interested firms are invited to submit their comprehensive technical and financial proposal to Emilie Roy, Senior Advisor in Monitoring, Evaluation, Accountability and Learning (MEAL) at eroy@missioninclusion.ca by October 1st, 2026, at 10:00 PM, EAT (Eastern Africa Time) UTC/GMT +3. Any questions or requests for clarification regarding this solicitation may be submitted to the same email address no later than the deadline indicated above.

Please include “Final Evaluation ReSea” in the subject line of your submission.

Mission inclusion is committed to the principles of accessibility, diversity, and equity. At any stage of the recruitment process, consultants who meet the requirements of the assignment may request reasonable accommodation measures.

8.2 Financial and Technical Criteria

The contract will be awarded to the consulting team that obtains the highest combined technical and financial score, based on the weighted evaluation criteria set out in the evaluation matrix below.

TECHNICAL CRITERIA	WEIGHT
Demonstrated previous experience in coordinating and managing complex evaluations of a similar nature, preferably final evaluation of multi-country development conservation, or natural resource management projects	15
Integration of feminist, environmental, anti-racist, and decolonial approaches ¹	15

¹ To be assessed on the basis of: (a) how the technical proposal operationalizes feminist and intersectional principles in the evaluation design, not only in stated commitments; (b) evidence in the two submitted reports that these approaches shaped analysis and recommendations, not only data collection; (c) how the proposal addresses power dynamics within the evaluation process itself, including positionality and community validation.



Evaluation design and methodology, including data collection and analysis methods	15
Understanding of the Terms of Reference and scope of the assignment	10
Quantitative and qualitative research and data analysis capacities	10
Experience in the project's areas of intervention	10
Demonstrated understanding of the context and key issues relevant to the evaluation	5
Experience and qualifications of the proposed consultancy team members	5
Experience in the target geographic area	5
Organization of tasks and team structure, with a clear and realistic workplan	5
Language proficiency and communication skills	5
Technical Score Subtotal	100

FINANCIAL CRITERIA	WEIGHT
Comparison with other proposals	50
Justification of costs in relation to the proposed activities	15
Compliance with eligible cost requirements	15
Clarity and transparency in the breakdown of costs	10
Inclusion of cost adjustment clauses or contingency provisions in the event of a contract extension or changes in the economic context	10
Financial Score Subtotal	100

8.3 Calculation Method

ELEMENT		PROPOSAL 1	PROPOSAL 2
Percentage of the maximum technical score	A	90%	73%
Percentage of the maximum financial score	B	70%	90%
Technical score ($80\% \times A$)	C	72%	58%
Financial score ($20\% \times B$)	D	14%	18%
Total (C + D)		86%	76%



9 APPENDIX

9.1 Appendix A: groups targeted by ReSea

Groups that can be considered for the data collection targeting communities

- Women community members who are not part of LMMAs and MPAs, or who may face practical or social barriers to engagement in LMMAs and MPAs.
- Women community members who are not part of NbSs, or who may face practical or social barriers to engagement in NbSs, and their spouses; parents or other potential gatekeepers.
- Women associated with NbS groups, including younger or more elderly members, child mothers, or associated co-wives of polygamous households or other considerations
- Members of Blue economy and diversified livelihood groups (women, men).
- Individuals involved in livelihood natural resource harvesting activities that degrade local ecosystems (e.g. charcoal and wood harvesting).
- Formal or informal gender + environment champions who are providing local leadership.
- Representatives or members of organizations for peoples with disabilities, of indigenous organizations, ethnic, displaced/refugees, sexual and gender minority groups, or other socially stigmatized or marginalized groups with regional presence.

Groups that can be considered for the data collection targeting LMMAs and MPAs

- Women and men associated with LMMAs and MPAs, including younger or more elderly members, representatives from different groups (livelihood, geographically remote, people with disabilities, indigenous, ethnic minorities or other considerations).

Groups that can be considered for the data collection for the GBA+

- Women community members who are not part of LMMAs and MPAs, or who may face practical or social barriers to engagement in LMMAs and MPAs.
- Women community members who are not part of NbSs, or who may face practical or social barriers to engagement in NbSs, and their spouses; parents or other potential gatekeepers.
- Women associated with NbS groups, including younger or more elderly members, child mothers, or associated co-wives of polygamous households or other considerations.
- Members of Blue economy and diversified livelihood groups (women, men).
- Individuals involved in livelihood natural resource harvesting activities that degrade local ecosystems (e.g. charcoal and wood harvesting).
- Formal or informal gender + environment champions who are providing local leadership.
- Representatives or members of organizations for peoples with disabilities, of indigenous organizations, ethnic, displaced/refugees, sexual and gender minority groups, or other socially stigmatized or marginalized groups with regional presence.
- Male and female traditional leaders and authorities as well as knowledge keepers, formal and spiritual

Other groups targeted by the project

- Members of conservation groups (with disaggregated data on youth, adolescent girls and young women, adolescent boys and young men)



- Local government authorities with decision-making influence over climate adaptation and disaster risk management planning and response activities
- Advocates of the coastal, regional and national feminist movements, particularly the ecofeminist movement and GBV service providers who are engaged with target populations



