

Invitation to Tender

Review of Misean Cara and its Members' Progress towards Localisation and Locally Led Development

About Misean Cara

Misean Cara is an international development organisation supporting the development, humanitarian and emergency projects of 77 Irish missionaries in over 50 countries in the Global South. It works with some of the most marginalised and vulnerable communities to realise their human rights through delivery of basic services in the areas of education, health, climate resilient livelihoods, and human rights. Misean Cara's work is guided by its Strategy 2022-2026.

This Strategy sets out key goals in upholding rights to climate resilient livelihoods, education, health, and raising awareness of and mobilisation for specific human rights. It includes a commitment to support the localisation process and to assist Misean Cara members to build the skills and knowledge necessary to continue delivering vital development services. For further information about Misean Cara, visit www.miseancara.ie

Each year, Misean Cara commissions different pieces of research work focused on specific thematic areas relevant to the delivery of its Strategy. These Terms of Reference outline Misean Cara's intention to review its progress on localisation, as it journeys towards locally led development (LLD) with its member organisations.

Misean Cara and Localisation

Context

In the past two decades there has been a push toward localisation of development and humanitarian development aid by increasing direct funding and programme decision-making to local and national actors. As a strategic partner of Irish Aid, Misean Cara has taken on board the Irish Government's commitment to this agenda, which is embedded in its international development policy, 'A Better World'. In 2024 Misean Cara developed a localisation and LLD position statement, which views localisation as a transformative process that shifts power, resources, and decision-making to national and local actors. While localisation is the journey, locally led development is the final destination: a state of affairs in which local actors have agency and control in setting agendas, designing solutions, mobilising resources, and participating in decisions in ways that progressively advance human rights and meet the needs of those furthest behind. The position statement sets out a number of aspirations to localisation and locally led development and possible ways of translating these aspirations into practice across **three sets of relationships** where localisation and locally led development are relevant to Misean Cara and its members:

1. Between Misean Cara as an organisation and its members as organisations:

2. Between member leadership (most often in Ireland) and in-country leadership and project teams:

3. Between member organisation project teams and local actors

As a membership organisation Misesan Cara's journey towards locally led development is taken alongside its member organisations. Misesan Cara has held a number of engagements with its members in relation to localisation and LLD over the past 2 years. These include: a survey of members' understanding of localisation in April 2025 to inform its position statement; a workshop in March 2025 to discuss the position statement aspirations and challenges associated with their implementation; an information sharing session on member experiences in giving effect to localisation in May 2025, and a workshop with members on practical steps to give effect to localisation and LLD and possible indicators for tracking progress, in March 2026 (see also Key Review Question 1 below).

Brief

Strategic Purpose of the Review

The purpose of this review is to examine and comment on Misesan Cara's progress towards localisation and LLD, and equally, examine and comment on progress in this regard by a sample of member organisations; and to propose indicators, with a baseline, for tracking progress going forward.

At the end of the review, a learning report should provide a comprehensive overview of progress made by Misesan Cara and its member organisations on the journey towards LLD, and set out potential indicators for tracking evidence of localisation and progress towards LLD that will help Misesan Cara, its members and their local partners across multiple countries and funding sectors make strategic and operational decisions that promote a locally led approach to development.

Summary and Scope

The review will take into account thinking and work done by Misesan Cara and its members between May 2024 and May 2026 on localisation.

Review participants

The scope of the review will cover all three relationships as outlined in the context above, i.e. Misesan Cara with the Irish based member, the Irish based member with the country leadership and project teams, and the project teams with the community – though the last of these will only be possible in anecdotal form, and should not be the main focus of the review. Participation by members in this review is voluntary and based on interest to do so. The scope therefore will be determined during the inception phase, when members will volunteer their time, and their project teams' time, to engage. Any visits to country locations, and with these the opportunity to engage with communities, will also be identified during inception.

Key Review Questions

1. To what extent is localisation happening in the context of Misesan Cara and member organisations' work? In particular, the consultant should consider, but not be limited by, the following practical steps (workshopped with members in March 2026) on how to progress towards localisation and to enable LLD:
 - 1) Amending policies to facilitate localisation
 - 2) Providing flexible multi-year funding to local actors
 - 3) Promoting participation and inclusive practices in implementation

- 4) Capacity strengthening and learning with local actors
 - 5) Shifting project decision-making to project teams
 - 6) Promoting the voice and visibility of local actors
 - 7) Tracking evidence of progress towards localisation (and enabling LLD)
2. What are some of the barriers to localisation and to enabling LLD in Misesan Cara and in member organisations, and how could these be overcome?
 3. What practical indicators could be used by Misesan Cara and its members to track evidence of progress in moving towards localisation and progress in enabling LLD? For each of the indicators, what is the current situation?

Methodological considerations

As part of the tender, the consultant(s) will propose a full methodology and timeline, with a budget not exceeding EUR 30,000. The methodology should build on prior work by Misesan Cara and its members to develop an approach to localisation and to evidence of the journey towards locally led development. Use of participatory, alternative and non-written methodologies for the data collection and analysis that enable a strong reflection of local voices would be welcome, as well as methodologies that close feedback loops to participants of the review. Visits to a small sample of members, project teams and the communities they work with, in two to three countries, would be possible.

Consultants may choose to collaborate with and propose suitable colleagues in each country to conduct high-quality field work. All interviews, surveys and workshops can be delivered using a virtual or hybrid approach, to encourage tenders from Southern-based consultants for this review.

Support from Misesan Cara

Misesan Cara will provide all relevant documentation for the review, including strategy and policy documents, as well as relevant project documentation and reports. Misesan Cara will provide introductions to representatives of the relevant Member Organisations (Missionary Development Officers - MDOs) and, through them, to the project management teams for each of the projects to be engaged with. Project management teams will support in the establishment of the data collection logistics at local level.

Expected Deliverables

Inception Report

In line with the overall brief, this report, which will precede any field or project-based work, will outline a detailed, finalised methodology, as well as a work-plan, suggested approach, data collection tools and timeline. This report will be developed in collaboration with Misesan Cara, the participating member organisations and their project managers. A draft inception report should be submitted, and then feedback incorporated, before the final Inception Report is submitted. The Inception report should be around 8 – 10 pages excluding annexes (please avoid unnecessary annexes; only add them if essential).

Draft Report

Once data analysis is completed, a draft report will be submitted to the Learning and Development Team in Misesan Cara. A date for a summary presentation of the report findings will be agreed at that point. The report will be circulated within Misesan Cara to ensure it meets the requirements set out in

the final agreed Terms of Reference, and if there are any additional tasks identified, these will be communicated to the consultants in a timely manner.

Summary PowerPoint Presentation

A PowerPoint presentation capturing the key insights and findings from the review, both at the individual project level and, more importantly, in terms of overall learning (20-25 succinct PowerPoint slides).

Photographs and case studies

At least **four** informative, eye-catching, and high-quality, high resolution digital photographs of the work of each of the projects visited, each of which is accompanied by a text detailing who is depicted in the photograph and what it shows, and confirming that the project leadership and those depicted in the photograph (except for large group photos) have consented to the photograph being used and published by Mísean Cara for education, publicity, awareness-raising and/or fundraising purposes. Where appropriate, video material depicting the same people and capturing their perspectives first-hand, can also be included. All images should comply with the [Dóchas Code of Conduct on Images and Messages](#).

Final Report

After the presentation, and after all feedback has been received on the draft report, a final report will incorporate all additional input and will be presented, along with any non-written data, to Mísean Cara. The report should not exceed 20 pages, excluding annexes.

Timeframe

It is expected that the preferred tender will be selected by third week of April and contracts issued by end of April. Final reports are to be submitted by mid-August 2026. Tenders should include proposed timeframes consistent with the following phases:

- Phase one – Inception
- Phase two – Desk review
- Phase three – Primary research, including potential country visits, and drafting of preliminary project feedback reports/reviews
- Phase four – Analysis and reporting
- Phase five – Validation and report finalisation

Support from Mísean Cara

Mísean Cara will provide all relevant documentation for the review, including strategy and policy documents, as well as relevant project documentation and reports. Mísean Cara will provide introductions to representatives of the relevant Member Organisations (Missionary Development Officers - MDOs) and, through them, to the project management teams for each of the projects to be engaged with.

Tender Outline and Assessment Criteria

Tender proposals will not exceed 12 pages (excluding annexes) and should be structured according to the following assessment criteria:

Evidence of relevant expertise and experience (Max. 20 Marks)

- Proven understanding of and expertise in the localisation and locally led development debate;
- Experience in evaluating systems and processes in intermediary organisations, ideally on issues related to localisation;
- Methodological expertise, especially in participatory and inclusive data collection and ideally also using non-written forms of data capture, analysis and presentation;
- Excellent written and spoken English;
- Very good written and spoken Spanish (at least one consultant team member);
- A full curriculum vitae for every member of the proposed team.

Demonstrated understanding of the brief (Max. 20 Marks)

- Understanding of the unique nature of Misesan Cara as a member organisation working with Irish Missionary Organisations who have country presence around the world;
- Understanding of the nature of faith-based institutions and faith-based development work
- Understanding of the strategic purpose and approach of the review, the expected deliverables and use of the findings.

Quality of proposed methodology (Max. 40 Marks)

- Clarity and robustness of proposed methodology and data collection techniques;
- Clarity of proposed work-plan and feasibility to achieve in the given timeframe;
- Willingness to work flexibly and adaptively with Misesan Cara and members during the review;
- Evidence of meaningful participation by key stakeholders, and feedback loops.

Proposed number of consultancy days and value for money (Max. 20 Marks)

- The fee proposal submitted shall be in the form of a lump sum in Euro (€), inclusive of VAT and all expenses, with a detailed breakdown of logistical costs, expenses and billable consultancy time (cost per day and number of days required for each task, the daily or hourly rate for all members of the proposed evaluator/evaluation team, as well as the amount of hours/days each member will contribute to each task).
- Total budget, including fees, VAT and all other expenses is to be in the range of €25,000 – €30,000.
- Once a fee has been agreed in Euro, no account will be taken of subsequent currency fluctuations.

Proposals should also include:

- Name and contact details of individual/organisation submitting the tender;
- Identification of lead person carrying overall responsibility for the work;
- Confirmation of acceptance of the conditions described in the invitation to tender;
- Confirmation that the consultant is tax compliant;
- Confirmation that the consultant is covered by appropriate insurance;
- Any further information which the tenderer deems relevant.

Terms

Budget

The total budget, including fees, VAT and all other expenses is to be in the range of €25,000 – €30,000. The overall fee will be paid on a phased basis, as follows:

- 40% upon completion of the inception phase;
 - 30% upon completion of presentation of the draft report;
 - 30% upon acceptance by Misean Cara of all deliverables.

1.1 Freedom of Information Regarding Tenders

Misean Cara operates under the Irish Government's Freedom of Information Act 1997 and all information held in relation to this tendering process (including queries and proposals submitted in response to this brief) may be subject to requests under the Act.

1.2 Copyright and Ownership

Copyright and ownership of all documentation prepared specifically for Misean Cara and relating to this contract must be assigned to Misean Cara. All documents produced by the successful tenderer in connection with this appointment and submitted to Misean Cara will be considered the property of Misean Cara and may be used by us at any time, including for other projects, without prior approval.

1.3 Insurance and Tax

A copy of a valid, current Tax Clearance Certificate will be required prior to formal appointment of the successful tenderer and all matters in relation to insurance and tax affairs will be the successful tenderer's responsibility. Also, as noted earlier, all fees and costs outlined in the proposal must be inclusive of VAT.

1.4 Child Protection and Safeguarding

The evaluator(s) will be expected to adhere to Misean Cara's Child and Vulnerable Adult Safeguarding Policy, Misean Cara's Prevention of Sexual Exploitation, Abuse and Harassment Policy, and to the related policies and procedures of member organisations at project level.

1.5 Governance and Accountability

The reviewer(s) will report directly to the Learning and Development Manager in Misean Cara, who may delegate as appropriate. This will be in line with a regular timetable for contact to be agreed during Phase 1. The evaluator(s) will also work with other relevant Misean Cara staff where necessary.

Tendering Procedure and Timeframe

Requests for additional information can be made via email to tender@miseancara.ie in advance of submitting a tender proposal. A log will be kept of such queries and any additional information provided will be shared with other prospective tenderers. Preliminary indication by email of an intention to submit a tender proposal will ensure you are on this communication list.

Tender proposals will not exceed 8 pages in length, excluding appendices, if relevant, and will form part of the Terms of Reference in addition to this invitation to tender document. It is envisaged that the preferred tenderer will be selected within 1-2 weeks of the submission deadline and contracts issued immediately thereafter. Tender proposals must be submitted by email at tender@miseancara.ie with "**Localisation and Locally Led Development Review**" stated in the email subject line.

The deadline for receiving tenders is **15 April, 2026**.

Misean Cara will inform tenderers within one week if they have been shortlisted. If you do not hear within a week, you may assume that you have not been shortlisted. Misean Cara will then review the shortlisted tenders and may invite one or more tenderers for interview prior to decision-making and awarding a contract for the work.