Request for Qualifications (RFQ)
Marine 30x30 Initiative
Evaluation for the Statewide Marine
30x30 Initiative

HAWAI'I COMMUNITY FOUNDATION

Summary: HCF is seeking an evaluator to develop and implement an evaluation approach that will assess over a three-year period the implementation capacity, quality, and effectiveness of DLNR's new Holomua: Marine 30x30 Initiative.

The types of questions for consideration in this evaluation include:
- How has Marine 30x30 helped build the capacity and effectiveness of DLNR and community programs to implement and achieve goals?
- How is philanthropic support contributing to the successful implementation of the Marine 30x30 Initiative?
- How successfully are we meeting our targeted goal of 30% marine management areas by 2030?

This evaluation will provide feedback to DLNR on the implementation of the program through the development metrics and providing regular tracking of those metrics. It will also provide donors, investors and DLNR measurement of progress of the initiative toward stated goals.

This Request for Qualifications (RFQ) will result in a three-year contract to provide evaluation services for the Marine 30x30 Initiative where annual contract renewals are based on good performance and availability of funds.

Please submit the following items in your response to this (RFQ)
- List qualifications highlighting past evaluation projects similar in content and/or scope. Please include the name of the project and client in your description.
- Biographies of key personnel who will work on the project.
- Short description (three pages or less) of proposed method for evaluation based on the initial framework outlined below.

Qualifications Summary Due: Friday, August 13, 2021 by 4:00pm HST

Selection Process: We hope to select an evaluation firm based on the materials submitted in response to the RFQ. Once the evaluator is selected, we will work together to finalize the scope of work and project budget for a three-year contract.

Please submit RFQ response items or any questions to Dana Okano, Program Director, Community Grants and Initiatives, at dokano@hcf-hawaii.org.

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The Opportunity

In 2016, the State launched the Sustainable Hawaiʻi Initiative, a multi-pronged effort to ensure a healthy environment and economy for Hawaiʻi's people. As part of this effort, the Department of Land and Natural Resources' (DLNR) Division of Aquatic Resources (DAR) committed to effectively manage Hawaiʻi's nearshore waters with 30% established as marine management areas (MMA) by 2030.

The term marine management area refers to a balanced and nuanced approach to managing a specific geographic area for its marine resources and its uses. MMA regulations will vary depending on the area, such as regulating the type of gear used or instituting size limits for species to protect against over-harvesting. Hawaiʻi leads the nation as the first state working to achieve the international conservation goal of protecting 30% of the planet by 2030 on a regional level. Leading scientists agree that this level of protection can help prevent mass extinctions, preserve critical ecosystem services, and avert the worst impacts of climate change.

DAR works with the people of Hawaiʻi to manage, conserve and restore the state's unique aquatic resources and ecosystems for future generations. DAR does this through programs in ecosystem management, place-based management, and fisheries management. DAR leads the Holomua: Marine 30x30 Initiative as part of a comprehensive strategy focused on developing and strengthening essential components of effective marine management including: a resilient marine management area network; statewide fisheries rules; outreach and enforcement strategies; monitoring; and restoration and protection of nearshore ecosystems. Holomua: Marine 30x30 seeks to effectively establish 30% of nearshore waters around each main Hawaiian island as marine management areas by 2030. The success of Holomua: Marine 30x30 will be determined by active participation from the people of Hawaiʻi to achieve both place-based and statewide management goals.

HCF entered into a Memorandum of Understanding with DLNR where our role is to support robust implementation of Hawaiʻi's Marine 30x30 Initiative by providing grants and contracts to increase and augment state capacity to carry out the initiative and build a marine managed areas (MMA) program, as well as provide support for a range of partners and communities throughout the state to: design, monitor, and steward MMAs; advance responsible or pono fishing practices; and protect and restore Hawaiʻi's unique nearshore marine environments.

HCF is seeking an evaluator for the Marine 30x30 Initiative with experience in evaluating an initiative with several key strategies. Ideally, the evaluator has technical knowledge and skills for evaluating marine or natural resources and/or community resource management programs and comfort with metrics and proxy measures used for policy design and development, program implementation, community collaboratives, and capacity building. It is envisioned that this evaluation will incorporate aspects that are formative and summative, and that future evaluation(s) can continue to build from this foundation through the life of the initiative sunsetting in 2030.

This evaluation will provide feedback to HCF and DLNR on the implementation of the program. The aim is to provide donors, investors, and DLNR measurement of progress of the initiative through the development of metrics, conducting data collection and providing regular feedback on metrics for adaptation of programmatic processes and objectives.

The evaluation firm would partner with HCF and DLNR/DAR to achieve this desired scope of work:

1. Develop the Theory of Change for the initiative

a. Review the [roadmap](#) for the Holomua: Marine 30x30 Initiative and help to refine short-term and long-term outcomes in partnership with HCF and DLNR/DAR staff and define metrics to track those outcomes. Special attention is required for how capacity changes can inform policy and create system-wide changes.
b. Define evaluation targets and appropriate questions.
c. Identify the number of community programs that would need to be involved for an informative evaluation (estimates are 10-15).

2. Evaluation plan
   a. Develop draft key metrics and measurable outcomes for review and approval of HCF and DLNR/DAR staff.
   b. Develop a draft data collection plan, methods and timeline for review and approval by HCF and DLNR/DAR staff.
   c. It is assumed this work will be conducted via both virtual and in-person meetings as appropriate. Any travel for in-person meetings would need to be identified as part of the evaluation plan.

3. Data collection and sharing
   a. Support selected community programs with data collection protocol, informed consent, and data sharing agreements as needed.
   b. Advise and collaborate with DLNR/DAR on data collection.
   c. Advise on and develop a mechanism for regular sharing of data analyses back to community programs and DLNR/DAR (in the spirit of continuous program improvement).

4. Communication
   a. Evaluation report, analysis, findings and recommendations shared via written report approximately every one- to two- years, depending on structure of evaluation plan.
   b. Report dissemination strategy in partnership with HCF staff and DAR to partners and funders that may include presentations of report findings and evaluation methods.
   c. Regular participation in select community and DLNR/DAR meetings as defined by the evaluation format to ensure successful evaluation content and structure.
   d. Regular check in calls with HCF staff, approximately every six weeks.

Evaluator Desired Knowledge and Abilities
- Experience evaluating communities of practice, networks, and collaborative models.
- Excellent at communicating in written and verbal formats, and at sharing evaluation findings in ways that are accessible and user friendly.
- Good at connecting with people face-to-face and virtually, and collaborating with distributed teams.
- Respectful and at ease with working with people from many different backgrounds.
- Knowledge of marine or natural resource management best practices and/or community collaboratives is preferred; Hawaiʻi-based experience a plus but not required. If a non-Hawaiʻi firm, there may be a requirement to sub-contract with a local evaluation or data collection firm to help navigate local culture, politics and obstacles.
- Experience with applying both qualitative and quantitative measures to track efficacy over time.
- Comfortable with identifying and articulating equity issues in communities that are relevant to management of this public resource.

Contract Deliverables
1) Work with HCF and DLNR/DAR staff to revise and strengthen the theory of change, with special attention on achievable and measurable outcomes.
2) Evaluation plan including timeline.
3) Preliminary "developmental evaluation" report and program data dashboard.
4) Regular ~six-week check-ins with HCF and/or DLNR/DAR for continuous improvement, learning and logistics.
5) Formative evaluation measures provided to DLNR/DAR and community at identified intervals and formats to they can course correct as needed to achieve the program goals.
5) Progress report to HCF annually.
6) A work plan and budget for three years.

Criteria for Selection
• Evaluator experience with similar projects in the fields of marine or natural resource management and/or community organization capacity building.
• Willingness to partner with and push HCF and DLNR/DAR on its Marine 30x30 strategies.
• Quality of proposed scope of work.
• Reasonable and realistic budget.

Evaluating the Marine 30x30 Initiative
There are several targets for consideration as part of this evaluation process, including community practices and capacity, DLNR/DAR processes and capacity, and other outside influences such as the role of philanthropy.

Possible questions that we would like to explore include:
- How has Marine 30x30 helped build the capacity and effectiveness of DLNR and community programs to implement and achieve goals?
- How is philanthropic support contributing to the successful implementation of the Marine 30x30 Initiative?
- How successfully are we meeting our targeted goal of 30% marine management areas by 2030?

DAR has identified four key components for effective management of the nearshore marine resources: 1) place-based planning and engagement, 2) pono practices, 3) monitoring, and 4) protection and restoration. These four components can be the nexus for how the evaluation assesses implementation success.

Place-based Planning and Engagement	Pono Practices	Monitoring	Protection & Restoration
• Fisher/gatherer input • Community engagement • Ecologically connected network	• Integration of science • Integration of NH cultural practices • Education • Enforcement	• Measuring current conditions • Tracking progress	• Prevent further damage • Expand restoration

		• Data-based decision-making	

DLNR/DAR measures must also evaluate:
- Current capacity to establish and improve processes.
- Periodic assessment of capacity to implement and monitor management plans.
- Review of MMA decision-making and approval processes.

The initiative is complex and does not lend itself to one single metric for success. The specific measures need to be developed by the evaluator and vetted by HCF and DAR to ensure the targets and expected timeline for impact are reasonable.

If we get this initiative right, we will have the systems and practices in place to be able to successfully expand the Marine 30x30 work in coming years, ultimately resulting in long-term effective management of our nearshore resources. Hawaiʻi would have a thriving nearshore fishery that supports our communities and economy in a balanced way for benefit of current and future generations.