



TERMS OF REFERENCE

CONSULTANCY TO DEVELOP THE 2025–2026 WETLANDS INTERNATIONAL EASTERN AFRICA IMPACT REPORT

Position	Consultant – Impact Report
Assignment	Development of the 2025–2026 Wetlands International Eastern Africa Impact Report
Location	Eastern Africa / Remote, with travel to selected landscapes as required.
Duration	October – November 2026
Reporting to	Regional Communications Officer and Regional Partnership and Fundraising Officer
Works closely with	Regional Director, Programme and Technical Teams, MERL, Communications, Partnerships and Fundraising team, Finance, country teams and relevant partners

1.0 Background

Wetlands International Eastern Africa works across Ethiopia, Kenya, Tanzania and Uganda to conserve, restore and sustainably manage wetlands and wetland landscapes for people and nature.

The region's work spans diverse wetland ecosystems and landscapes, including lakes, rivers, coastal wetlands, mangroves and other critical ecosystems. Through partnerships with communities, governments, civil society, research institutions, development partners and other stakeholders, Wetlands International Eastern Africa works to influence systems, strengthen local capacity, restore ecosystems, generate knowledge and evidence, and support policies and practices that contribute to resilient wetlands and communities.

The 2025–2026 Impact Report will communicate what has changed as a result of this work, rather than simply documenting activities. It will emphasise outcomes, transformational change, landscape-level impact and Wetlands International Eastern Africa's contribution to change.

The report will also demonstrate cumulative contribution over time where reliable evidence is available. A key shift will be from presenting work primarily through individual projects or project sites to presenting landscapes as the basis for understanding impact.

2.0 Purpose of the Assignment

The purpose of the consultancy is to support Wetlands International Eastern Africa to develop a high-quality, compelling and evidence-based 2025–2026 Impact Report. The consultant will transform existing programme information, reports, data, stories, interviews and other materials into a coherent narrative that demonstrates what change is taking place, how Wetlands International is contributing to it, why it matters, what has been achieved to date, what has been learned and what needs to happen next.

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3.0 Objectives

- Develop the editorial concept, structure and narrative for the 2025–2026 Impact Report.
- Consolidate information and evidence from existing programme and project documentation.
- Identify and develop strong impact stories from Ethiopia, Kenya, Tanzania and Uganda.
- Shift reporting from activity/output-based reporting towards outcome, impact and transformational change.
- Highlight Wetlands International Eastern Africa's regional role and contribution across countries and landscapes.
- Identify and present credible cumulative results and achievements to date where evidence is available.
- Support identification and presentation of key data and results aligned with relevant organisational/global targets.
- Develop content that can be adapted for communications and wider organisational use.
- Produce a polished final report ready for professional design and publication.

4.0 Scope of Work and Key Responsibilities

4.1 Review and Editorial Development

- Develop the editorial concept, structure and narrative for the 2025–2026 Impact Report.
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4.2 Impact and Outcome Storytelling

The consultant will identify and develop the strongest stories of change across Eastern Africa, prioritising outcomes and impact over activities and outputs.

- Identify evidence of change arising from interventions.
- Develop outcome-focused narratives and stories of transformational change.
- Clearly articulate Wetlands International's contribution to change.
- Highlight evidence of influence, enabling, mobilisation, connection, demonstration, and partnership.
- Ensure claims are supported by available evidence.
- Work with technical colleagues to verify figures, claims, and results.

4.3 Data and Results

- Identify significant quantitative results and credible cumulative achievements.
- Focus on results that demonstrate meaningful change and contribution.
- Prioritise outcomes and results over activity reporting. Meetings, workshops, trainings and other activities should be referenced where they are important to explaining the change achieved but should not be presented as impact in themselves.
- Identify relevant organisational/global targets and regional contributions where appropriate.
- Ensure figures are traceable to credible sources and flag data gaps for validation.

4.5 Interviews and Consultations

- Conduct targeted interviews with relevant staff and, where appropriate, partners and stakeholders.
- Use interviews to validate information, identify stories of change, capture perspectives and quotes, understand organisational contribution, and identify lessons and emerging opportunities.

4.6 Editorial and Content Production

- Draft and edit report content.
- Develop compelling headlines and sub-headlines.
- Write case studies and impact stories.
- Develop introductory and transition text.
- Edit technical information into accessible language.
- Identify opportunities for quotes, pull-outs, statistics and visual storytelling.
- Recommend photographs and other visual assets.
- Ensure consistency across country and regional sections.

The tone should be confident, evidence-based, human and forward-looking, avoiding overly technical or activity-focused language.

4.7 Regional Positioning

- Identify common themes across countries.
- Highlight cross-border and landscape-level collaboration.
- Demonstrate regional learning and knowledge exchange.
- Show how local action contributes to wider regional change.
- Highlight regional policy and advocacy influence.
- Demonstrate connections between local, regional and global work where relevant.

4.8 Board and Leadership Contributions

- Support the Letter from the Regional Director.
- Support a contribution/voice from the Eastern Africa Board Chair.
- Include the names and roles of all Eastern Africa/Country Board members.
- Develop other leadership perspectives where appropriate.

5.0 Expected Deliverables

1. Inception and Editorial Framework: Refined report structure, editorial concept, story selection, content plan, Landscape Profile framework and information/data requirements.

2. Content and Evidence Matrix: Matrix of stories, outcomes, results, evidence, sources, contributors, visual requirements and information gaps.

3. First Complete Draft of Impact Report: Complete editorial draft covering regional introduction, impact at a glance, impact approach, country stories, landscape stories, regional impact, partnerships, leadership contributions and looking ahead.

4. Revised Impact Report: Revised version incorporating comments, technical validation and fact checking.

5. Final Report: Final professionally edited content ready for graphic design/publication.

6.0 Proposed Report Structure

- Cover
- Letter from the Regional Director
- 1. Impact at a Glance
- 2. Who We Are & Where We Work
- 3. Our Impact Approach
- 4. Eastern Africa: Challenges and Opportunities
- 5. Country Impact Stories
 - Ethiopia
 - Kenya
 - Tanzania
 - Uganda
- 6. Flagship Landscapes
- 7. Lamu–Tana Land & Seascape
- 8. Ziway–Shalla Basin
- 9. Regional Impact & Learning
- 10. Partnerships & Collaboration
- 11. Policy, Advocacy & Global Connections
- 12. Financial Overview & Stewardship
- 13. Looking Ahead
- Board / Organisational Information, as appropriate

The structure will be refined during inception. The report is intended as an overview and storytelling framework rather than a traditional long-form annual report.

7.0 Timeline and Milestones

The consultant is expected to commence as soon as possible in October 2026. The first complete draft must be submitted by 2 November 2026 at the latest to allow sufficient time for design, review and finalisation.

Timing	Milestone	Expected Output
October 2026	Inception and alignment	Final editorial framework, story selection and workplan
Late October 2026	Content development	Document review, interviews, data gathering, story development and drafting
By 2 November 2026	First complete draft	Complete first draft of Impact Report
3–13 November 2026	Review and validation	Technical/content review, fact checking, revisions and finalisation of key data and stories
16–27 November 2026	Design and final production	Content integrated into design, final editorial review and proofing
30 November -3 December 2026	Finalisation	Final approved Impact Report ready for publication/use

8.0 Consultant Qualifications and Experience

- Bachelor's or Master's degree in Communications, Journalism, Development Studies, Environmental Studies, Natural Resource Management or related field.
- At least 5–7 years of relevant professional experience in communications, editorial development, report writing, storytelling or related work.
- Demonstrated experience developing annual reports, impact reports, sustainability reports or similar institutional publications.
- Experience with international NGOs, conservation organisations, development organisations or donor-funded programmes.
- Ability to translate complex technical information into compelling, accessible narratives.
- Experience developing case studies, impact stories and outcome-focused communications.
- Experience working across multiple countries and/or with regional programmes is an advantage.

9.0 Essential Competencies

- Strong editorial judgement
- Excellent writing and editing
- Strategic communication skills
- Strong analytical and synthesis skills
- Outcome and impact-oriented thinking
- Ability to work with technical experts
- Interviewing and storytelling skills
- Strong attention to detail
- Ability to manage multiple contributors and deadlines
- Collaborative and adaptable working style

10.0 Key Principles for the Assignment

- Move from activities to outcomes: communicate what activities changed rather than simply listing them.
- Think in landscapes: move beyond individual project sites and demonstrate landscape-level change.
- Show cumulative impact: where reliable evidence exists, demonstrate contribution to date.
- Show the future: communicate what has been achieved and what this enables Wetlands International and partners to do next.

11.0 Management and Reporting

The consultant will report jointly to the Regional Communications Officer and Regional Partnership and Fundraising Officer. The Regional Communications Officer will provide overall editorial and communications guidance, while the Regional Partnership and Fundraising Officer will provide guidance on partnership positioning, landscape profiles, investment opportunities and fundraising relevance.

The consultant will also coordinate directly with the Programmes Team to access relevant programme information and documentation and ensure the accuracy of programme-related content. The consultant will also engage with the Finance Team to access and verify relevant financial information and data required for the assignment.

The Regional Director and relevant technical and programme colleagues will provide strategic and technical input and validate key content.

12.0 Travel

The assignment is expected to be undertaken primarily through remote desk-based research, interviews and consultations. However, travel within Eastern Africa may be required for selected field consultations, interviews or engagement with programme teams and partners, where this is considered necessary and agreed in advance with Wetlands International Eastern Africa. Any required travel will be undertaken in accordance with applicable organisational travel policies. Consultants should clearly indicate any anticipated travel requirements and related costs in their financial proposal.

13.0 Application Requirements

- Technical proposal outlining understanding of the assignment and proposed approach.
- Proposed methodology and workplan demonstrating how the consultant will meet the 2 November first-draft deadline.
- Relevant examples of annual reports, impact reports, case studies, or similar publications.
- CV(s) of consultant/team members.
- Financial proposal, including professional fees and anticipated expenses.
- At least two relevant references.

How to Apply

- Interested and qualified consultants are invited to submit their applications, including all documents outlined under **Section 13.0: Application Requirements**.
- Applications should be sent to hreastafrica@wetlands-eafrica.org with the subject line **“Consultant – 2025–2026 Impact Report.”**
- **Application Deadline: 9 October 2026**
- Only shortlisted candidates will be contacted.