



Call for Tender

Valid from 21 April 2020 to 6 May 2020

EurAc – External Evaluation

1. Context of the evaluation

1.1 About EurAc

Created in 2003, the European Network for Central Africa (EurAc) groups 35 member organisations issued from civil society in different European countries. EurAc member organisations work in and on the Great Lakes region in Africa, supporting local civil society in Burundi, in the Democratic Republic of the Congo (DR Congo) and in Rwanda in their effort to promote peace, the respect of human rights and development.

As European organisations, EurAc members share a common objective: to contribute to the development and the implementation, by the European Union and its members States, of strong and coherent policies promoting peace, security, inclusive political participation, the sustainable and equitable management of natural resources and the full respect of human rights in Burundi, the DR Congo and Rwanda.

1.2 Mandate of the organisation

EurAc is a registered non-profit organisation under Belgian law. EurAc's mandate include:

- Advocacy:
 - Develop targeted advocacy strategies, coordinated and sound analysis, policy positions and recommendations so that the diplomatic efforts and intervention policies of EU and international institutions (particularly European governments, the European Union, and the United Nations), as well as the main donors, are more coherent and are based on the needs and realities expressed by the people of the Great Lakes region, particularly the most vulnerable and marginalised.
 - With a view to supporting or backing local processes, EurAc's role is also to reinforce the political advocacy of local civil society partners supported by members, and to relay their concerns and recommendations at the EU and international community level. These various activities are defined in EurAc's triennial Strategic Plans, and the priority objectives developed and agreed upon by members. They are also connected to the advocacy that members conduct at a national level in their respective countries.
- Information:
 - Inform member organisations and European and international political stakeholders about the situation in the Great Lakes region with a view to facilitating their access to independent and trustworthy information.
- Consultation & Coordination:
 - Provide coordination tools which allow members to better coordinate their interventions and projects on the ground, as well as their respective advocacy activities.

1.3 Mandate of the Secretariat

The secretariat of EurAc is responsible for the following **tasks**:

- Facilitating EurAc’s Thematic Working Groups (TWGs);
- Producing political analysis on the Great Lakes in Africa;
- Advocacy and lobbying at the European and international levels;
- Daily resource management;
- Producing activity and mission report;
- Producing annual financial reports and budgets in collaboration with the account services;
- Preparing and coordinating Board of Director meetings (“board” onwards) and the General Assemblies (GA);
- Visibility, external communication and member information;
- Any other business that members may request.

1.4 EurAc’s priority advocacy axes

The work of EurAc is articulated around three specific thematic areas; 1) inclusive political participation and human rights; 2) sustainable and equitable management of natural resources; 3) peace and security. The advocacy work for each area is developed together with the members within the three TWGs, which are organised around the same three axes.

2. **Objectives of the evaluation**

This evaluation will be used to understand the impact of EurAc’s work and to guide future programming. This evaluation will also provide inputs to improve EurAc external communication. It therefore has both an impact and a learning focus. The evaluation will be led by an external consultant, to ensure the impartiality of the process.

Impact:

- EurAc’s work must regularly be the object of an evaluation to ensure its impact and relevance. The last three evaluations took place in 2010-2011, 2013-2014 and 2017. In 2020, EurAc will carry out an external evaluation of the impact of its advocacy work in accordance with its strategical objectives for 2018-2020.

Learning and Programming:

- The evaluation’s report, including best practices, lessons learned, and recommendations will serve as a basis in the development of EurAc 2021-2023 Strategy.

Communication :

- Best practices and success story identified during the evaluation process will inform EurAc’s communication and fundraising activities.

The target audience is mainly EurAc secretariat, board and members. However, a public version of the evaluation report and/or a summary could be shared externally when appropriate.

The evaluation will assist the network in assessing:

- (1) Achievement against expected change goals and progress mark/indicators especially regarding:
 - a. The impact of EurAc’s advocacy work at the level of EU institutions,

- b. Key stakeholders' (EU decision makers, journalist, other organisations working on/in the Great Lake regions¹) perception and awareness of EurAc's work.
- c. The impact of EurAc's work to make the voice of local CSOs heard and taken into consideration at EU level.

(2) EurAc's methodology, activities and approach's relevance and the links between the approach used and the impact achieved

As the evaluation will be instrumental in developing EurAc's strategic plan for the year 2021 – 2023, by providing practical and actionable recommendations, suggested lines of inquiry include:

- (1) How to strengthen the impact, relevance and the effectiveness of EurAc's advocacy work?**
- (2) How to improve key stakeholders'² awareness of and engagement with EurAc's work?**
- (3) How to strengthen EurAc's ability to support and accompany local CSOs advocacy work?**
- (4) Would the same theory of change and intervention strategy be suitable for a future intervention?**

Key questions should include:

- **Impact of EurAc's work on EU institutions and decision makers**
 - Are relevant EU decision-makers aware of EurAc's positions and advocacy work?
 - Do relevant EU decision-makers consider EurAc's positions and recommendation in their work?
 - Have relevant EU decision-makers made use of EurAc's advocacy work in the elaboration of their own positions and statements?
 - Have relevant decision-makers changed or amended their positions on relevant topics following EurAc's interventions, public events or positions?
 - Have relevant decision makers shared EurAc's advocacy documents with their colleagues and institutional partners?
 - Have relevant EU decision-makers publicly endorsed EurAc's position, or would they do so?
 - Do relevant EU decision-makers reach out to EurAc when in need of advice or assistance drafting policies relating to the Great Lakes region?
- **Perception and awareness of EurAc's work among key stakeholders** (EU decision makers, journalist, other organisations working on/in the Great Lake regions³)
 - Is EurAc considered a reliable and well-informed source of information on the Great Lakes region?
 - Are key stakeholders aware of EurAc's advocacy work?
 - Are key stakeholders aware of EurAc's added value as an advocacy organism?
 - What is key stakeholders' assessment of EurAc's advocacy documents and public events?
 - Is EurAc trusted by EU decision-makers to share pertinent or sensitive information on their work in the Great Lakes?
 - Have relevant stakeholders found their past participation in EurAc's activities (public conference, private advocacy meetings etc.) useful for their work?

¹ This does not include local CSOs from the GL region

² This does not include local CSOs from the GL region

³ This does not include local CSOs from the GL region

- What is key stakeholders' assessment of EurAc's public communication especially its digital presence (Twitter, LinkedIn, Website, Newsletter...)?
- **The impact of EurAc's work to make the voice of local CSOs heard and taken into consideration at EU level**
 - Are relevant local CSOs aware of EurAc's advocacy work?
 - Are relevant local CSOs aware of EurAc's added value as an advocacy organism?
 - What is local CSOs's assessment of EurAc's advocacy work especially to support their own advocacy work?
 - What is local CSO's perception on communication mechanism between them and EurAc?
 - Do local CSOs collaborate with EurAc on advocacy initiatives relating to areas of common interest?
 - Have relevant local CSOs found their past participation in EurAc's activities (training, advocacy meetings, press conference...) useful for their own work?
 - What is local CSOs' assessment of EurAc ability to make their voice heard and taken into account at EU level?
 - What is the assessment of EU policy and decision makers on meetings with local CSOs accompanied by EurAc?

3. Methodology of the evaluation

This evaluation will mainly adopt a qualitative approach and utilise several data collection tools:

- Documentary review, including: EurAc's strategic documents, action plans, activity reports, public positions and policy papers, the *Règlement d'Ordre Intérieur* (ROI) etc.
- Semi-structured interviews, in person or via phone, with key informants among EU policy and decision-makers, representative of local CSOs and international NGOs as well as journalist, especially participants (direct or indirect) of EurAc's activities.

Additional "quantitative" data through a written questionnaire addressed to EU policy and decision-makers, representatives of local CSO and international NGOs as well as journalist would be also useful especially for communication purposes.

This evaluation will include the following steps:

•Preparation:

Key project documentation will be provided to the consultant and will include at least: EurAc's Statute; *Règlement d'Ordre Intérieur* ; EurAc's 2018-2020 Strategy (including ToC) and Action plans; Budget; TWG action plans; Previous evaluation's reports; Minutes of GAs and board meetings; Public policy papers, policy briefings and political analysis published by the secretariat ; List of policy-makers and representatives of organisations that have worked with EurAc; Annual activity reports; Annual finance reports.

Following this, the consultant will draft a revised methodology plan, work plan and evaluation tools, which will be reviewed and finalised with the Secretariat team.

• Data collections:

Data collection will mainly be carried out by phone/virtual meetings due to the current pandemic situation. When possible and depending on the consultant's team localisation (Brussels, or

GL region based for instance) face to face meeting will be prioritised. Please note that travels for data collection purpose are not required. EurAc's secretariat will provide lists of the different stakeholders for the consultant to select from. When possible and appropriate EurAc will also facilitate contacts and connexion between the consultant and the various key informants.

- **Analysis of quantitative and qualitative results**
- **A draft report responding fully to this call for tender**
- **A final report** taking into account the observations and comments of EurAc
- **Restitution**

During EurAc's General Assembly, the consultant will present their main recommendations, lessons learned and best practices with concrete suggestion for developing EurAc's next strategy. Depending on the consultant's localisation this restitution would be organised virtually or in Brussels.

4. Evaluation timing and duration

The evaluation will take place from mid-May to September 2020. The precise timeframe (including total number of works hours expected) will be discussed and agreed with the consultant. The final evaluation report will be sent to EurAc on 10 September. The restitution will take place during the General Assembly of EurAc planned to take place at the end of September (exact date to be determined). A first draft of the report is expected on 31 August 2020.

5. Deliverables

The contracted consultant should produce, as a minimum, the following deliverables:

- Evaluation work plan (to be developed and delivered during preparation phase) to be sent during May 2020. (Exact delivery time will be discussed and agreed with the consultant)
- Tools for data collections and analysis (questionnaires, etc.) to be sent during May 2020 (Exact delivery time will be discussed and agreed with the consultant). Please note that approval by EurAc is required before launching the data collection.
- Template/ Main body of the report to be sent during May 2020 (Exact delivery time will be discussed and agreed with the consultant). Please note that approval by EurAc is required before writing the report.
- Draft Report (in English) by 31 August 2020.
- Final Report (in English) by 10 September 2020.
- Report Executive Summary (in English and French) by 10 September 2020.
- Power point presentation of summary report. To be sent few days before the GA planned to take place at the end of September.
- Restitution (virtual or physical) during the GA.

All deliverables and data of the evaluation will be owned by EurAc and may be used for both internal and external reporting and communications.

6. Profile of the Evaluator

The evaluation will be carried out by a consultant, or by a team of consultants, chosen among those who have responded to this call for proposals.

At least one of the evaluators should possess the following skills:

- Experience in the evaluation (qualitative and quantitative) of international development and NGOs programs; experience in evaluation of advocacy's work will be a plus;
- Expertise in organisations and institutional development; previous experience with network's functioning will be an added value.
- Ability to conduct political analysis;
- Knowledge/experience in the field of political lobbying in Europe, and of the functioning of the European Commission, European External Action Service and European Parliament;
- Knowledge/experience of the Great Lake region will be an added value;
- Excellent knowledge of English and French.

7. Application process

As from the publication of this call, candidates have 15 working days to present their offers. The final deadline for application is on the **6 May 2020 at 11 pm (Brussels Time)**. Proposals must be sent **via email** to EurAc's Director, Brune Mercier at brune.mercier@eurac-network.org.

In order to be considered, applications must include:

- (1) The resume(s) of the evaluator(s), allowing the board to verify whether the candidate(s) meet the required criteria.
- (2) A clear **description of the methodology** proposed by the evaluator(s).
- (3) A clear **time-frame** (including draft work plan incorporating the various steps of the evaluation) with an estimation of the number of working days required.
- (4) A detailed **budget proposal** with expected expenses for each activity of the evaluation.

Candidates will be informed of EurAc's decision at the beginning of May 2020. The selection will be based on the afore-mentioned criteria as well as on the total budget proposed. Please note that EurAc's available budget to conduct this evaluation is limited, financial offer below 10,000 euros will be prioritised.