



# Terms of Reference for an External Evaluation of the Coalition of European Lobbies for Eastern African Pastoralism (CELEP)

Function : consultant

Application deadline : 24 July 2020 at 17h CEST

Contract: time inputs for the evaluation can be spread over a period of up to two months

Availability : starting date: 17 August 2020, exact dates to be defined together with the CELEP core-group

## Background – Why an evaluation of CELEP?

The Coalition of European Lobbies for Eastern African Pastoralism (CELEP) is an informal coalition focusing on communication, knowledge management and lobbying in favour of pastoralism in Eastern Africa. The Coalition currently consists of 26 European member organisations and 14 Eastern African partner organisations, which work together on the basis of interest and engagement to promote pastoralism in Eastern Africa. Members contribute financially or in kind to the Coalition. CELEP is managed by a core-group that is elected at the annual general meeting (AGM), to which all members and partners are invited. During the AGM, an action plan is agreed for the coming year. The core-group follows up on the action plan through regular exchanges by email and online meetings. In addition to the core-group, CELEP is managed by a European focal point (currently Vétérinaires Sans Frontières Belgium / VSFB) and an Eastern African focal point (currently the Resource Conflict Institute / RECONCILE based in Kenya). The European focal point is in charge of managing the secretariat and coordinating the lobbying/advocacy activities of the Coalition, mainly at the European Union (EU) level. The Eastern African focal point is in charge of connecting CELEP to Eastern African partner organisations and representing CELEP in the region. More information on the structure and functioning of CELEP can be found on the website in the “About” section <http://www.celep.info/eastern-african-partners/>.

The policy environment in which CELEP operates has changed significantly since 2009, when the Coalition was formed. Pastoralism is gaining much more attention than previously in Eastern African policymaking and especially in EU policymaking. CELEP has probably contributed to this. It would be important to know to what extent CELEP actions have had an impact, what were and are CELEP’s strengths and weaknesses, and how could CELEP build on these for future activities? In addition, since its inception in 2009, CELEP has evolved greatly in terms of organisation, participation of members and partners, financial structure, etc. This is in itself a process that should be analysed and documented for wider learning. Reflection on this process and identification of the current strengths and weaknesses of the Coalition should also lead to recommendations as to how CELEP should evolve in the future, in particular in terms of internal organisation and functioning. Therefore, the evaluation should not be considered as a conventional project evaluation, since CELEP is not a project or programme but rather an initiative of like-minded organisations.

## Scope

CELEP is seeking **a consultant to conduct an external evaluation** of CELEP as a coalition. The scope of the evaluation specifically concerns:

- Analysis of the relevance, effectiveness and efficiency of CELEP communication, lobbying and knowledge management activities and outputs according to [the CELEP engagement strategy](#) developed in 2018. Assessment in particular at the outcome level as to (i) whether and, if so, how and to what extent CELEP activities have improved members’ and partners’



capacities to lobby for pastoralism in Eastern Africa and (ii) whether and, if so, how and to what extent, CELEP has influenced attitudes and policymaking within the EU with reference to pastoralism in Eastern Africa. At the impact level, assessment of whether and, if so, how and to what extent CELEP has contributed to an enabling policy framework for Eastern African pastoralism in the EU and in Eastern Africa. Conclusions and recommendations should consider all three levels (activities, outcomes and impact).

- Analysis of the process of coalition and network development and of the strengths and weaknesses of the current operational model of CELEP, including the different roles and responsibilities of the governing and management entities (AGM, core-group, focal points, Secretariat hosted by a coalition member with legal status), nature of the coalition (informal, based on voluntary in-kind/financial contributions by members), type of participants (Eastern African partners and European members), etc. This analysis should take existing and expected future opportunities and threats into account and lead to clear conclusions and recommendations on how the CELEP operational model should change or not.

### Evaluation questions

The scope of the evaluation as described above provides the framework for the evaluation. In addition or specifically, the following sets of evaluation questions should be answered:

- Should CELEP continue to focus on pastoralism in Eastern Africa? For what reasons should it maintain this focus or have a wider geographical focus? What are the potential benefits-costs and trade-offs for the CELEP membership to consider?
- Has CELEP informed and influenced EU decision-making and, if so, to what extent? Has this been in favour of pastoralism in Eastern Africa, and has this had a measurable positive effect on pastoralism in Eastern Africa (based on the engagement strategy)? If so, what approaches / activities worked best in terms of relevance, efficiency and effectiveness? Is the current engagement with the EU dealt with properly, or should the focus shift to other EU entry points? Should CELEP members in Europe remain focused on influencing EU policy or should the focus be wider and, if so, how should this be achieved?
- Regarding communication by CELEP, how effective are the current communication tools (website, Google group, meetings, updates, publications, emails and social media)? Are all of these tools relevant and adequate? What is the quality of CELEP's communication using these tools?
- Regarding knowledge management by CELEP, how is it relevant from an internal point of view (as evaluated by partners and members) and from an external point of view, taking into account the changes in the past ten years?
- Is the current division between European members and partners still relevant in the current environment including changes in focus by members and partners? How can the CELEP operational model adapt to the changing environment? How can CELEP increase engagement by members and partners?
- Regarding the different functions of the governing entities, should they remain the same in the future or does the current context require additional (or fewer) levels of decision-making? Should roles rotate amongst members and partners (which is how this was initially foreseen in 2009), and for what reasons should this be the case or not?
- On the legal informality of the Coalition and the financial contributions managed by the Secretariat hosted by a coalition member with legal status, should this remain the same? Members are asked to contribute either in kind or by paying a membership fee. Not all members do so. The evaluation



should analyse the effectiveness of CELEP in terms of its achievements considering its financial resources and should give indications on pros and cons regarding its informal status.

## Deliverables

### a. Content and structure of the evaluation report

In his/her proposal, the consultant must provide a draft outline of the evaluation report. At least the following aspects must appear: table of contents, list of abbreviations, 2-page executive summary, methodology, survey and sampling techniques, sources of information, evaluation results, responses to the specific evaluation questions (in a separate chapter), conclusions and recommendations. The recommendations will be based on concrete evidence and should be relevant, focused, clearly formulated and achievable. They will be submitted to the different stakeholders and will be prioritised by them. Annexes to the evaluation report will include, but not be limited to, the following:

- Terms of Reference for the evaluation
- Profile of the consultant
- List of documentation reviewed
- List of stakeholders and institutions interviewed by the consultant

### b. Other deliverables

Other deliverables that the consultant will provide are reports on the briefing sessions at the beginning of the assignment (including an inception report), on the debriefing at the end of the assignment and any other session held with VSFB or the members of the core-group regarding possible changes in the execution of the assignment.

## Stakeholders and their roles in the evaluation

- **Vétérinaires Sans Frontières Belgium (VSFB).** As European focal point for CELEP, VSFB is in charge of the CELEP secretariat and will be the main contact for the evaluation. VSFB will also be the contracting party for the evaluation.
- **Resource Conflict Institute (RECONCILE).** As regional focal point for CELEP, RECONCILE is in charge of representing CELEP in Eastern Africa and gathering input from Eastern African partners.
- **CELEP core-group.** This group follows up on the implementation of the action plan and therefore is concerned with the overall functioning of the Coalition. The core-group – through the focal points – will accompany the work of the consultant.
- **CELEP members and partners.** CELEP members and partners outside of the core-group should also be included in the evaluation to provide relevant input.
- **Partners of CELEP outside of the Coalition.** Various actors with whom CELEP works closely, e.g. FAO Pastoralist Knowledge Hub (PKH), International Support Group for the International Year of Rangeland and Pastoralists (IYRP), International Land Coalition (ILC) Rangelands Initiative, should also be consulted during the evaluation. A list of relevant partners will be provided by the CELEP core-group.



## Methodology

The consultant should design a participatory evaluation process to which the focal points and core-group will provide input. All consultations, including those with partners outside of the Coalition, will be made through virtual communication channels. The evaluation assignment does not include field visits.

All relevant documents will be made available to the consultant including annual reports, strategies, publications, meeting reports, updates, etc. They will be divided between essential and non-essential documents, the latter referring to documents that may be consulted if time allows.

The time inputs for the evaluation can be spread over a period of up to two months. The assignment should start on 17 August 2020 at the latest. The exact dates will be defined together with the core-group and final oral reporting should coincide with the CELEP AGM, usually in October or November each year.

## Profile

The consultant should be able to demonstrate the following qualities, skills and aptitudes:

- Good understanding of the institutional environment on pastoralism in Eastern Africa
- Good understanding (knowledge and experience) of principles and practice of policy influence
- Experience and skills in the field of evaluation and results-based management, in particular regarding coalitions/networks
- Excellent analytical, synthesis and report-writing skills
- Proficiency in English.

## Budget

The total budget for the evaluation including all taxes should not exceed 6000 euros.

## Submission modalities

The deadline for submission of technical and financial offers is **24 July 2020 at 17.00** (CEST) as evidenced by the date of dispatch (by email). Any proposal submitted after the deadline will be rejected. Proposals should reflect a clear understanding of the scope and the objectives of the evaluation and the evaluation questions as identified in the terms of reference. Proposals should include a participatory methodology (tools, approach) as well as a proposed schedule and a list of the desired (type of) documents recommended by the consultant to achieve the results assigned to the evaluation within the available budget. The entire proposal should not exceed three pages.

Applications may be submitted to the following address [info@vsf-belgium.org](mailto:info@vsf-belgium.org) with the subject "Proposal for CELEP evaluation". The successful candidate will be contacted on 7 August at the latest and will be invited for an online call. Non-successful candidates will not be informed.

For any communication with the sponsor regarding the organisation and conduct of the assignment, the evaluators will contact VSFB as CELEP European focal point through

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