

TERMS OF REFERENCE (ToR) - Final Evaluation

Project Title: *Addressing the Intersection of Climate, Conflict and Gender Equality in the Turkana-Omo Borderlands*

Project Number: 2878-03/2023

Name of Proposed Evaluation	Kenya-Ethiopia Nexus project final evaluation
Project Duration	1 st April 2024 – 31 st March 2027
Project Budget	Contribution by ADA: € 1.420.300,00 Total costs: € 1.500.000,00
Institution Proposing Evaluation	International Alert
Implementing Partners	1. International Alert 2. Ethiopian Institute of Peace (EIP) 3. Turkana Pastoralists Development Organization (TUPADO)

1. Context and Background

General Background

In the Horn of Africa, protracted conflicts over natural resources, especially water and pasture in the dryland borderlands are exacerbated by climate shocks disproportionately affecting the politically and economically marginalised pastoralist communities. The Turkana-Omo transboundary area between northwestern Kenya (Turkana County) and southern Ethiopia (South Omo zone) are characterized by recurrent drought and floods, weak governance systems, and deep-seated gender inequalities which drive escalating resource-based tensions among the Turkana, Dassanech and Nyangatom communities.

Declining fish stocks, combined with rising lake levels that displace landing sites and communities intensify competition for water and fisheries. Cross-border cattle raiding has become increasingly commercialised and violent, and authorities are often unable to halt attacks or recover stolen livestock. These overlapping pressures erode livelihoods, food security and social cohesion in the borderlands.

Conflict and climate impacts are deeply gendered. Women face heightened vulnerability during raids and displacement, bear the burden of rebuilding homesteads, and turn to diverse income generating activities after livestock losses. Harmful masculinities link cattle raiding to rites of passage, manhood and bride price obligations. Despite their frontline roles, women are systematically excluded from male-dominated peacebuilding and climate adaptation mechanisms. The project operates in two transboundary corridors linking these communities, seeking to address the interconnected drivers of conflict, climate vulnerability and gender inequality.

Background to the Project

International Alert in partnership with Turkana Pastoralists Development Organization (TUPADO) and the Ethiopian Institute of Peace in Ethiopia (EIP) is implementing the project “*Addressing the intersection of climate, conflict and gender equality in the Turkana-Omo borderlands.*” The project funded by the Austrian Development Agency (ADA) began implementation in August 2024 and will end in March 2027.

The project seeks to strengthen gender-inclusive local institutions and governance mechanisms capable of effectively managing transboundary conflicts linked to climate risks. It does this through a combination of community engagement, institutional strengthening, women's leadership promotion, cross-border dialogue, and policy influencing. These integrated approaches are designed to strengthen trust, foster collaboration across borders, enhance local ownership of conflict management processes, and support evidence-based policy influence at county, national, and regional levels.

The overall goal of the intervention is to **reduce conflicts exacerbated by climate change and climatic shocks in the borderlands of the Horn of Africa through gender-responsive peacebuilding.**

The intended outcome is “**Strengthened gender-inclusive formal and non-formal structures and actions to effectively manage transboundary conflict linked to climate risks affecting communities in the Omo-Turkana border area of Kenya and Ethiopia**”

To achieve this outcome, the intervention is structured around four output areas:

- **Output 1** – Women, youth and other vulnerable groups are empowered to meaningfully participate in cross-border conflict management and climate adaptation formal and informal institutions
- **Output 2** – Well coordinated Communities and local institutions structures established and capacities to manage conflict issues driven by climate change enhanced
- **Output 3** – Local governance actors (formal and informal) empowered and coordinated to manage transboundary conflict and climatic shocks in a gender sensitive way
- **Output 4** – Policymakers at the national and regional level (including government, multilaterals, and civil society) are integrating learning on the intersection of conflict, gender equality and climate action into policies and programmes.

Implementation is guided by several cross-cutting themes, namely gender equality and women's empowerment, youth inclusion, conflict sensitivity, climate adaptation and resilience, social inclusion, and cross-border cooperation.

2. Evaluation Purpose and Objectives

Purpose of the Final Evaluation

The purpose of this Final Evaluation is to provide an independent and evidence-based **assessment of the project's achievements** and contribution to strengthening climate-resilient and gender-responsive peacebuilding systems in the Kenya-Ethiopia borderlands. The evaluation will support **accountability** to stakeholders and document challenges and **lessons learned** during implementation. It will provide practical recommendations to inform future programming at the intersection of climate change, conflict prevention, peacebuilding, and gender equality.

Objectives of the Final Evaluation

1. Assess the **effectiveness** of project interventions in achieving intended outcomes and contributing to immediate impacts at community, institutional, and policy levels.
2. Evaluate the **coherence** of project interventions with existing policies, institutions, and complementary initiatives operating at local, national, and regional levels.
3. Assess the **sustainability** of capacities, institutions, partnerships, and outcomes supported by the project.
4. Generate **lessons learned**, good practices, and provide **actionable recommendations** for future gender-responsive, climate-security and peacebuilding programming.

Intended Users and Use of the Evaluation

The primary users of the evaluation findings will be the Austrian Development Agency (ADA), International Alert, the Turkana Pastoralists Development Organization (TUPADO), and the Ethiopian Institute of Peace (EIP). The evaluation findings will be used to assess project performance, support accountability requirements, strengthen organizational learning, and inform future programming on climate change, conflict prevention, peacebuilding, and gender equality.

Secondary users of the evaluation findings will include county and regional government authorities in Kenya and Ethiopia, relevant national government institutions, IGAD and other regional actors, community peace and natural resource governance structures, climate adaptation actors, civil society organizations, development partners, and practitioners working on climate security, peacebuilding, governance, and gender equality. The findings will provide evidence and lessons learned to support policy dialogue, programme design, and future interventions in the Turkana-Omo borderlands and similar contexts.

3. Scope of the Evaluation

The evaluation will cover all project components and the entire project implementation period from August 2024 to end of data collection. The evaluation will be undertaken remotely and in Kenya and Ethiopia, covering selected project intervention sites within the Turkana-Dassanech and Nyangatom-Turkana corridors. The site selection criteria should be guided by the need to ensure balanced representation across the project intervention locations. The sample should include sites from both Kenya and Ethiopia; reflect a range of project interventions and strategic result areas; capture the perspectives of diverse stakeholder groups, including women, youth, community structures, government institutions and CSO partners; and consider contextual factors such as security, accessibility, logistical feasibility. The proposed site selection should be justified in the evaluator's inception report.

The evaluation shall assess progress towards the project's intended outcome and all outputs and examine the continued validity of the project's Theory of Change and underlying assumptions. It will assess the project's contribution to observed changes in institutions, relationships, capacities and practices related to climate-sensitive peacebuilding, natural resource governance and gender inclusion.

Particular attention will be paid to the integration of gender equality and social inclusion, climate adaptation, conflict sensitivity, governance strengthening and cross-border cooperation across all intervention areas.

The evaluation will assess the project against the OECD-DAC criteria of **effectiveness**, **coherence** and **sustainability**. It will also examine intended and unintended outcomes, identify factors that facilitated or hindered achievement of outcomes, and document lessons learned and good practices to inform future programming.

The evaluation must apply and meet standards outlined in:

- [ADA Guidelines for Programme and Project Evaluations](#)
- [International Alert conflict sensitive and gender sensitive data collection guidelines](#) (pgs. 31-32)

4. Key Evaluation Questions

For all of the following questions, the evaluation should explicitly consider **facilitating and hindering factors**, and **differentiate its analysis for gender, age group and vulnerability**.

Effectiveness

1. To what extent, and how, did the project achieve its intended outputs and outcome, particularly in empowering women and youth to meaningfully participate in cross-border conflict management and in strengthening gender-inclusive local institutions to manage transboundary climate-related conflict?
2. To what extent, and how, have policymakers at local, national, and regional levels integrated learnings from the project on the conflict–gender–climate nexus into their policies, programmes, and cross-border coordination mechanisms?
3. What unintended changes occurred among women, youth, community structures and government actors and other stakeholders as a result of the intervention?
4. Which strategies and approaches were most effective in generating positive outcomes?

Coherence

5. How was the project aligned with relevant policies, strategies, and interventions related to peacebuilding (such as the Women, Peace and Security agenda), climate adaptation, natural resource management, and gender equality and women's empowerment at local, national, and regional levels?
6. How did the project complement, coordinate with and add value to the work of governments, civil society organisations, local women's organisations, development partners, and regional institutions operating in the target areas, and how were its different components mutually reinforcing in contributing to outcomes?
7. How effective were the coordination, collaboration and partnership arrangements among International Alert, TUPADO, EIP, government institutions, community structures, and other stakeholders, such as local women's organisations, in supporting the achievement of project outcomes?

Sustainability

8. How are the capacities, ownership, and commitments among local institutions, governance structures, and community mechanisms to continue supporting climate-sensitive and gender-responsive peacebuilding initiatives likely to be sustained beyond the project period?
9. Which project approaches, structures or practices show the greatest potential for continuation, replication or scale-up, and why?
10. What financial, institutional, political, and socio-cultural factors are likely to support or undermine the sustainability of the project's outputs and outcomes?
11. To what extent have religious leaders, elders and other traditional or community leaders developed sustained ownership of and commitment to gender equality and women's meaningful participation, and demonstrated leadership in promoting these principles within community peacebuilding, natural resource governance and climate adaptation measures? What evidence is there that this commitment and leadership are likely to continue beyond project support?

5. Design and Approach / Evaluation Methodology

The evaluation shall be conducted in a gender-responsive, conflict-sensitive, and participatory manner and shall adhere to the principles of Do No Harm, human rights-based approaches, standards of inclusion, informed consent, and confidentiality. The evaluators shall ensure that all data collection and engagement processes respect the dignity, rights, safety, and privacy of participants, particularly women, youth, and other potentially vulnerable groups. Throughout the evaluation process, appropriate measures shall be taken to minimize risks to participants and to ensure that the evaluation does not inadvertently exacerbate existing tensions, inequalities, or vulnerabilities.

Required Data Collection Methods

- Document review of relevant project documents, including proposal, 3 annual progress reports, monitoring data (indicator performance tracking table – IPTT and outcome harvesting logbook), 1 baseline survey report, 2 learning papers, 1 policy brief, impact stories videos, context data and publicly available analyses on Turkana-Omo borderlands.
- Key Informant Interviews (KIIs) with project staff, implementing partners, and other relevant stakeholders
- Focus Group Discussions (FGDs) and interviews with project participants and community members.

Additional participatory methods such as Most Significant Change (MSC), Outcome Harvesting may be used.

An Evaluation Matrix shall be developed during the inception phase, including clear indicators for each evaluation question. A Results Assessment Form (RAF) (See Annex 9 in the ADA Guidelines for Programme and Project Evaluations) shall also be completed and submitted together with the final evaluation report.

The evaluation must comply with the ADA Guidelines for Programme and Project Evaluations and the OECD/DAC evaluation criteria. ADA's cross-cutting issues (environment and climate change, and gender equality) shall be fully integrated into the evaluation design and methodology.

All evaluators must have a significant contribution in all phases of the assignment and be enrolled directly in data collection, analysis and report writing.

6. Process and Evaluation Phases

The evaluation consists of three phases:

1. Inception Phase

This phase shall begin with a briefing meeting (kick-off meeting) between the evaluators, International Alert, local implementing partners, and ADA. During this phase, the evaluators shall:

- Review all relevant project documentation
- Analyse the intervention logic and theory of change
- Conduct preliminary interviews with selected key stakeholders
- Refine the methodology and sampling approach
- Define the exact locations and project participants for data collection
- Prepare the Evaluation Matrix and data collection tools
- Submit the Inception report

The Inception report shall clearly describe the evaluation design, methodology, workplan, and approach to answering each evaluation question. It must follow the structure and content outlined in Annex 5 "Quality Checklist for Inception Report" in the ADA Guidelines for Programme and Project Evaluations.

The methodology will be finalised only after written approval of the Inception report by International Alert and ADA.

2. Inquiry Phase

Following approval of the Inception Report by International Alert and ADA, the evaluators shall undertake field visits to project locations in Kibish and Todonyang (Turkana) and Nyangatom and Dassanech woredas (Ethiopia) to undertake data collection with project participants. Security situation permitting, at least 2 locations on either side of the border shall be visited. If the security situation or other factors do not allow field visits, an alternative data collection approach must be agreed upon, such as remote interviews via phone or online.

Key informant interviews shall be undertaken with relevant state and non-state actors in Lodwar, Turkana County and Nairobi in Kenya, and South Omo zone and Addis Ababa in Ethiopia.

Following the data collection, the evaluator shall present preliminary findings and discuss potential data gaps with International Alert and ADA.

3. Synthesis Phase

This phase includes:

- final data analysis and triangulation
- drafting the evaluation report
- formulation of findings, conclusions, and recommendations
- submission of the Results Assessment Form (RAF)

The findings must be clearly linked to evidence from the inception and inquiry phases and evaluation questions. Conclusions and recommendations must be practical, clearly formulated, and logically derived from the findings.

The final report must follow the structure and content outlined in the Quality Checklist for evaluation reports in the ADA Guidelines for Programme and Project Evaluations (Annex 6 of the Guidelines). The synthesis phase concludes with International Alert's and ADA's written approval of the final evaluation report.

7. Deliverables, Tentative Workplan and Timeframe

Deliverables

The following deliverables are expected from the evaluator:

1. A draft and a final inception report (max. 25 pages without annexes). For structure and content requirement, see Quality Checklist for Inception Reports, Annex 5 of ADA Evaluation Guidelines for Programme and Project Evaluations (pp. 46-47), including an Evaluation matrix to describe how the questions will be answered (judgement criteria/indicators), what information is needed, where the information will come from (source) and how it will be collected (method).
2. A PowerPoint presentation that summarizes the findings of the evaluation to be used for validation consultations.
3. A comprehensive evaluation report, including both a draft and a final version, with the main body of max. 45 pages without annexes. For structure and content requirement, see Quality Checklist for Evaluation Reports, Annex 6 of ADA Evaluation Guidelines pp. 48-49.
4. In addition, the executive summary (as part of the evaluation report) should be formatted as a standalone brief for dissemination.
5. Results Assessment Form (RAF) (Annex 4).

All deliverables shall be presented in English.

Tentative Workplan and Timeframe

The estimated period of the assignment is from mid-October 2026 to May 2027.

The estimated **contract value (net)** for this assignment, covering fees and all expenses, is maximum EUR 33,600. This amount is expected to cover the full cost of delivering the evaluation, including professional fees and costs associated with delivering the evaluation, including travel, accommodation, data collection, logistics, interpretation (where applicable), and any other expenses necessary to complete the assignment.

The workplan below provides an indicative estimate of the time (level of effort) required to undertake the various phases of the evaluation (approximately 62 working days). Consultants are expected to propose an appropriate staffing and costing approach that demonstrates how all required deliverables will be completed within the available budget.

Evaluation phase / tasks	Estimated days (LoE)	Timeframe (all 2026)	Deliverables
1. Kick-Off and Inception	(16 days)	11-12/2026	
Kick-off Meeting (virtual)	1	October / early November 2026	PPT Presentation
Document review and preliminary interviews	5	November	
Inception Report writing (including description of data collection methodology) and submission	10	November 2026	- Draft Inception Report - Data collection tools
Alert and ADA feedback to Inception Report		Mid-December 2026	Feedback Matrix
Final Inception Report submission		Mid-January 2027	Final Inception Report
Approval by Alert and ADA		End-January 2027	
2. Data Collection	(25days)	02/2027	
Data collection in Kenya (Lodwar, Todonyang & Kibish, Nairobi) and Ethiopia (Dimeka, Nyangatom and Dassanech woreda, Addis Ababa), including preparation, debriefing, interviews with stakeholders	20	February 2027	
Data Processing	5	February/March 2027	
3. Analysis and Reporting	(21 days)	02-03/2027	
Data analysis and triangulation, presentation of preliminary findings to Alert and ADA	5	March 2027	
Writing and submission of draft report to Alert and ADA	12	By End-March 2027	Draft Report
Alert and ADA feedback to draft report		Mid-April 2027	Feedback Matrix
Evaluation report finalisation and submission	3	End-April 2027	Final Report

Evaluation phase / tasks	Estimated days (LoE)	Timeframe (all 2026)	Deliverables
Alert and ADA approval of Final Report (or additional requests)		(within 10 working days of submission of Final Report)	
Executive summary of the evaluation report additionally formatted as a standalone brief for dissemination	1	May 2027	Executive summary
Presentation to project consortium, ADA and other relevant stakeholders virtually.		May 2027	PowerPoint Presentation
Total	62		

8. Evaluation Management Arrangements

The evaluation will be managed by International Alert with oversight from ADA. International Alert shall be responsible for assessing the proposals received and identifying the most suitable evaluators in accordance with the Terms of Reference. Eligible proposals will be evaluated using a weighted scoring system comprising:

- Technical proposals (80 points) – understanding of the assignment, proposed approach and methodology, workplan, division of tasks and quality assurance approach, qualifications and relevant experience of the proposed evaluators
- Financial proposal (20 points) – competitiveness and value for money of the proposed budget.

Based on combined scores, the highest ranked bidders may be short-listed for an interview or presentation to further assess their technical competence, understanding of the task and suitability. The final recommendation for award will be made following completion of the evaluation assessment and submitted to ADA for approval. International Alert will also be responsible for contracting, providing the evaluator(s) with all the necessary documentation and information, coordinating presentations of the findings and payments.

A Reference Group shall be established comprising representatives from: International Alert, TUPADO, and Ethiopian Institute of Peace. The Reference Group will provide technical feedback on evaluation deliverables while maintaining evaluator independence. The Reference Group will also ensure that the evaluation is conducted in accordance with the required ethical standards and guiding principles evaluation, including impartiality, transparency and independence.

9. Requirements for the Evaluators

The evaluation team must be gender-diverse and consist of two to three evaluators. They must be fully independent and not have had a part in the design or implementation of the

project. Each evaluator must have proven solid evaluation and gender expertise. All team members must have a significant contribution in all phases of the assignment and be enrolled directly in data collection, analysis and report writing.

The team collectively must meet the following minimum requirements:

- Professional experience: Minimum of 7 years of professional experience in conducting evaluations, assessments, research studies, or learning reviews, preferably in peacebuilding, conflict prevention, climate adaptation, climate resilience, gender equality, governance, humanitarian, or development programmes.
- Proven knowledge and practical experience with the OECD-DAC evaluation criteria and internationally recognised evaluation standards. Experience conducting final evaluations, outcome evaluations, theory of change reviews, and utilization-focused evaluations is highly desirable.
- Relevant sector experience in peacebuilding, conflict prevention, climate adaptation, climate security, natural resource governance, governance and institutional strengthening, gender equality, women's empowerment, youth engagement, community resilience, or cross-border programming.
- Climate-conflict expertise: Demonstrated understanding of the intersection between climate change, natural resource management, conflict dynamics, peacebuilding, and resilience programming, particularly in fragile and conflict-affected contexts.
- Human rights and gender expertise: Technical team must have a Gender expert with demonstrated experience in undertaking evaluation of gender programmes. Proven experience applying Human Rights-Based Approaches (HRBA), Gender Equality and Social Inclusion (GESI) approaches, conflict-sensitive programming principles, and gender-responsive evaluation methodologies.
- Experience assessing Women, Peace and Security (WPS), the gender-climate-nexus and youth-inclusive programming is highly desirable.
- Methodological expertise: Strong experience with qualitative and mixed-method evaluation approaches, including Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), outcome harvesting, contribution analysis, most significant change techniques, participatory community-based methods, and theory-based evaluation approaches.
- Regional expertise: Experience working in East Africa and/or the Horn of Africa. Familiarity with pastoralist livelihoods, resource-based conflicts, climate adaptation challenges, and cross-border governance systems is considered a strong asset.
- Language skills: Fluency in English (written and spoken) is required for conducting the evaluation and preparing the final report.
- Analytical and reporting skills: Excellent analytical, facilitation, writing, and reporting skills, including the ability to produce clear, evidence-based evaluation reports, learning products, and actionable recommendations.
- Stakeholder engagement skills: Demonstrated experience engaging effectively with government institutions, community structures, civil society organisations, traditional authorities, women's groups, youth groups, and development partners.
- Availability: Availability to undertake the assignment within the proposed evaluation period, including participation in inception, fieldwork, validation, and reporting phases.

- Demonstrated evaluation experience in Kenya and/or Ethiopia.

10. Submission of Offers

Interested evaluators are invited to submit both a technical (narrative) proposal and a financial proposal.

The technical proposal (maximum 15 pages, excluding annexes) should demonstrate the bidder's understanding of the assignment, proposed evaluation methodology, sampling approach, workplan, and team composition, the Curriculum Vitae (CVs) of all proposed team members and at least two samples of relevant evaluation reports completed within the last five years that demonstrate experience with similar assignments.

The financial proposal should provide a detailed budget in Kenyan shillings (KES), including professional fees, travel costs, accommodation, logistics, data collection costs, interpretation or translation costs where applicable, and any other anticipated expenses associated with the evaluation. The proposal should clearly indicate all applicable taxes and present both net and gross costs.

The selection of the evaluators will be based on a combined assessment of technical quality and financial competitiveness. The technical proposal will account for 80% of the overall score, while the financial proposal will account for 20% of the overall score.

Only proposals demonstrating adequate technical capacity and relevant experience will be considered for financial evaluation.

If you are interested in the assignment, please submit a technical and financial offer (detailed requirements see Terms of Reference) to kenya@international-alert.org by **22 September 2026**.

Questions can be sent to kenya@international-alert.org until **7 September 2026**. The compiled Questions and Answers will be shared with all interested bidders.

The assignment is expected to start in the second half of October **2026** and is anticipated to last until **max. 30 May 2027**.

Please note that this is not an invitation following a formal tender procedure, but a request for submission of a non-binding, free-of-charge offer within the framework of a direct award. Only shortlisted applicants will be contacted for further engagement.

10. Annexes

[Annex 1: ADA Guidelines for Programme and Project Evaluations](#)

Annex 2: International Alert's Conflict Sensitivity and Gender Sensitivity considerations for data collection guide

Annex 4: [Results Assessment Form Template](#)

Annex 5: [Feedback Matrix Template](#)