

## CALL FOR TENDERS

### Terms of Reference

#### External Evaluation – ‘Peace Beyond Borders: Accelerating locally grounded solutions for preventing and countering violent extremism in DRC & Uganda’ 2025 – 2026

#### Introduction

These terms of reference relate to the evaluation of the **Peace Beyond Borders (PBB) Project**. The PBB project is funded by the European Commission’s Service for Foreign Policy Instruments and implemented by the Kofi Annan Foundation, Pole Institute and Prospect Initiative.

The 18-month project is due to be finished on 31 October 2026. The evaluation will take place towards the end of the project, in September-October 2026, to assess the effectiveness of the project strategy for achieving its outcomes.

#### Background

The Kofi Annan Foundation has, since 2016, developed multiple projects related to P/CVE, including in Uganda through our Bridges to Peace (B2P) Initiative in partnership with Prospect, where the situation called for an intensification of efforts to strengthen local capacities for peace.

Recent events demonstrate that the Democratic Republic of the Congo (DRC) and Uganda are experiencing the persistent and fast-evolving threat of the Allied Democratic Forces (ADF) operations. The ADF has continued to further its recruitment networks and carry out attacks, especially across the DRC-Uganda border region. This situation called for a cross-border border that addresses this threat both locally and on a transnational basis. Building on our B2P initiative, Peace Beyond Borders (PBB) aims at building capacities of communities and state actors in high-risk areas of Uganda (Kampala and Kasese) and Eastern DRC (Beni, Bunia, Irumu and Mambasa) to prevent and respond to the drivers of violent extremism.

By promoting cross-border collaboration and solutions grounded locally, we aim to transform communities from targets of violence and recruitment into agents of sustainable peace and resilience. This is done through activities related to capacity-building, joined action, trust-building, awareness raising, mutual learning, and dissemination of the lessons learned, targeting three main beneficiary groups: the general population, high-risk groups, and victims of terrorism.

#### The intended outcomes of this project are the following:

**Overall Outcome:** Contribute to curtailing the persistent and fast-spreading threat and support for the Allied Democratic Forces in the hotspot areas of Uganda and the DRC.

- **Outcome 1:** Key state and non-state actors at the local level prevent and address violent extremism in high-risk regions.
- **Outcome 2:** Communities identified as “at risk” demonstrate strengthened internal capacity to address their needs and grievances.
- **Outcome 3:** The rights of, and assistance to, victims of terrorism are enhanced, and victims are inspired to play a more active role in P/CVE efforts.

## Purpose and Objectives of the Evaluation

The main objectives of the independent evaluation are as follows:

1. To document and analyze the progress, achievements, challenges, and lessons learnt throughout Peace Beyond Borders.
2. To assess the effectiveness of Peace Beyond Borders, that is, the extent to which it has achieved its outcomes, as outlined above.
3. To analyze and document the strategies, approaches, and means utilized by the project team in pursuit of the outcomes.
4. To assess the quality and quantity of the PBB-related outputs in relation to achieving the desired outcomes.
5. To make recommendations to maximize impact and enhance future projects' implementation on:
  - The approach and methodology of the project and its model of operation (strategies, results and work programme and timelines);
  - What further actions are needed in both near and long term to sustain the achievements of PBB.

**The evaluator is encouraged to use the criteria and questions below to assess and analyze the effectiveness of PBB:**

### Relevance and added value

- To what extent does PBB have a clear role and comparative advantage in the broader field of P/CVE? Is the project relevant to the needs of the countries and the project beneficiaries when it comes to addressing violent extremism?
- Are the project's theory of change and methodology relevant for attaining the objectives and outcomes as outlined above?
- Coherence of the project:
  - Does the project show internal coherence, e.g., are there synergies and interlinkages between the different components of the project, and with other peace and security projects led by Kofi Annan Foundation, Pole Institute, and Prospect Initiative?
  - Does the project show external coherence, e.g., does it add value and avoid duplication of efforts? Are there complementarity and efforts towards coordination and interactions with other stakeholders and donors involved in similar actions during the life of the project?
- How has the project managed to remain relevant and to adapt to the evolution of the context, especially the volatile security situation?
- Has the project engaged the right target groups to meet its objectives?
- Have both women and men been involved, and how has gender been considered in the project activities (including intersectionality)?

### Efficiency and effectiveness

- To what extent have the partners achieved the planned outcomes in relation to PBB?
- To what extent has the project provided the planned outputs?
- Were there any unintended outcomes and outputs (both positive and negative) and what are the lessons that can be derived from this?
- Which strategies employed have been most and least effective in achieving the project's objectives? Why?
- Has the project effectively increased community awareness of the risk of violent extremism and target groups' capacities in P/CVE?
- Has it increased the internal capacity of at-risk communities to address their needs and grievances
- Has it increased the ability of key local state and nonstate actors at local level to prevent and address violent extremism in high-risk regions?
- Has it enhanced the rights of and assistance to victims of terrorism? Are they inspired to play a more active role in P/CVE efforts?

### Impact and sustainability

- How have the actions and materials from the project been used to enhance the capacity of key stakeholders, and how can they be used in the future?
- Have there been durable and sustainable relationships established between the three project partners, and between Pole Institute and Prospect Initiative with their respective external stakeholders?
- How relevant are the experience and lessons learnt from the project to the three partners' work beyond the lifespan of the project, and to the P/CVE work of other stakeholders?
- What are key recommendations for strengthening the project's ability and strategy for achieving its outcome and overall vision?
- Has the project contributed to strengthening the three partner's capacities and preparedness to further conduct P/CVE projects in the future?

### Methodology

The evaluation will be both an objective and consultative exercise, and will involve the following elements:

**Documentary review:** desk review of relevant documentation; including the original Description of Action for the Project; Project reports and updates; research reports; strategies, grants-making documents and any other relevant material. In addition, the evaluator(s) will draw relevant data and analysis from the activity-based evaluations conducted by the co-applicants' M&E Officers in each country, the quarterly monitoring reports and the reports of the kick-off, mid-term review and lessons learned workshops.

**Stakeholder interviews:** including with the project team of the Kofi Annan Foundation; the Prospect Initiative team; the Pole Institute Team; FPI Nairobi's team; The European Delegation in Uganda's team; governmental and non-governmental actors involved in the project; the target groups; and the beneficiaries. Indicators to assess the progress and impact of the project will be developed in consultation with the project team.

**Focus group discussion:** these discussions can be envisaged with the stakeholders and target groups of the project, including the Ugandan Working groups and Congolese Permanent Dialogue Frameworks established and implemented by the partners during the project; and with any other group of stakeholders deemed relevant.

The use of specific methods for evaluating peace work, such as Reflecting on Peace Practice, or methodologies particularly adapted to evaluating sensitive P/CVE programmes (e.g. random response and endorsement experiments to assess level of support for the use of violence) will be particularly relevant.

The evaluator(s) will be expected to use a 'do-no-harm' approach when designing and implementing the external evaluation. Particular attention will be given to the sensitive and security-relevant nature of preventing and countering violent extremism when developing the methodology for data collection, especially interviews with target groups.

The evaluator will be expected to take extra care to ensure that information is not mishandled or inappropriately shared and that it complies with the EU General Data Protection Regulation.

## Deliverables

1. **An inception report** containing the methodology and evaluation matrix for the evaluation exercise. This will include, and should be no more than 8 pages, a detailed description of how the evaluator will explore the major questions listed above, with a tentative list of people to be contacted, and a tentative timeline.
2. **A draft evaluation report**, to be prepared and presented to the Kofi Annan Foundation, Prospect Initiative, Pole Institute and FPI shortly thereafter in a workshop format to be held online.
3. **A final evaluation report**, with emphasis on key learnings, to be completed in English and to contain findings with analysis and supporting evidence and recommendations. This will include an executive summary of no more than 2 pages, a concise analysis addressing the key evaluation questions, an assessment of results and identification of lessons, as well as containing methodological annexes, with elements that are useful for sharing with the Kofi Annan Foundation, Pole Institute, Prospect, and FPI.

## Qualifications

The evaluator(s) will be expected to have the following skills and experience:

- Experience in conducting evaluations of projects/programmes seeking to build peace and/or prevent violent extremism and of their specific sensitive and security-relevant nature; and a proven record of delivering professional outputs against Terms of Reference;
- Strong knowledge of and experience with programmes aimed at preventing and countering violent extremism and of relevant transnational joint action;
- Strong knowledge and experience working in Uganda and the DRC and understanding their peace and security contexts;
- Experience working in an international environment;
- An advanced command of English and French;
- A working knowledge of Luganda, Swahili and/or Lusoga is considered an advantage
- Good drafting and excellent writing skills;
- Ability to work with tight deadlines;
- Gender and faith-sensitivity;
- Conflict-sensitive and ethical interviewing practice, sound judgment and confidentiality.

## Tentative Timeframe

The evaluation itself (review of documents; interviews and report writing) is envisaged to take a maximum of 25 days, including 12 days in Uganda and the DRC for data collection (sanitary conditions permitting). The evaluator(s) will submit a draft report within 10 days of completing the fieldwork. They will provide a final report based on feedback on the draft report within 3 days of receiving such comments.

The evaluator will hold a feedback meeting with the Kofi Annan Foundation, Prospect Initiative, Pole Institute and FPI. This will be an opportunity to debrief stakeholders on the evaluation and share and exchange views on the preliminary findings and recommendations. The anticipated start date is in mid-September with submission of the final report by 15 November. The final timeframe will be agreed upon with the selected consultants.

## How to apply

Applications must be sent in **English** to [hr@kofiannanfoundation.org](mailto:hr@kofiannanfoundation.org) by **23:59 CEST, 7 July 2026**, with the subject line **“PBB evaluation”** and include the following:

- Letter of motivation (max. 1 page) and CV (max. 2 pages) detailing relevant previous experience of evaluation, and knowledge of the topics and region;
- A sample of a previous evaluation report, when possible;
- Financial offer that must be expressed in EUR, specifying the daily rates and total number of working days and any other related costs, including travel costs. Prices must be fixed in EUR and will not be subject to revision. The amount of VAT should be shown separately on the price, offer and invoice. Costs incurred in preparing and submitting tenders are borne by the tenderers and are not reimbursable. The maximum contract price is EUR 15,000 including fees, subcontracting, travel, and administrative overheads[LP1] ;
- 3 references.

### **\*Important\***

- Only applications received before the deadline and conforming to the requirements set out above will be considered.
- Applicants will be contacted only if they are shortlisted.

## Next steps

- The Kofi Annan Foundation aims to finalize contracts and timelines to be shared with the winning bidder by 24 July 2026.
- The selected candidate will be invited to a kick-off call to be held in August (date to be confirmed upon signature of the agreement).
- The independent evaluator will be asked to initiate the process in line with the Terms of Reference as of mid-September 2026 and is expected to share their final evaluation by 15 November 2026.

## Disclaimer

This call for tender is for information only and does not constitute, and shall not be interpreted as, an offer for sale, prospectus, or the basis of a contract. You will not be entitled to claim from the Kofi Annan Foundation any costs or expenses which you may incur in preparing your tender whether your tender is successful.

The Kofi Annan Foundation reserves the right to discontinue the call-for-tender process at any time.