

## TERMS OF REFERENCE

**Consultancy to conduct a final project evaluation for the project "Building Foundation for Ending Child Exploitation (Harmful Traditional Practices, Child Trafficking, and Unsafe Migration of Children) in Pastoral Communities of Marsabit County, Northern Kenya.**

### **1. About Strategies for Northern Development (SND Africa) and terre des hommes Germany**

#### **1.1 About Strategies for Northern Development (SND Africa)**

SND Africa is a locally registered non-governmental organization established in Kenya (2007) and Ethiopia (2019), with a dedicated mission to collaborate with nomadic pastoralist communities across Northern Kenya and Southern Ethiopia. The organization operates through this strategic thematic areas that form the foundation of its development approach: Peace Building and Governance, which focuses on strengthening community structures and promoting participatory governance systems; Food Security, Sustainable Livelihood, and Resilience, addressing the chronic vulnerability of pastoralist communities through innovative approaches to food systems and economic empowerment; Child Protection and Education, ensuring that children in these marginalized communities have access to quality education and are protected from exploitation and harmful practices; Water, Sanitation, and Health, providing essential services that form the backbone of community wellbeing; and Humanitarian Assistance in Emergencies, offering rapid response capabilities during crises.

SND has built extensive experience in both development and humanitarian programming over its operational years, successfully managing diverse donor resources from international NGOs, UN agencies, the European Union, and USAID-funded programs. This experience has enabled the organization to develop sophisticated understanding of the complex socio-economic dynamics affecting pastoralist communities, particularly around cross-border issues, traditional governance systems, and the intersection of development challenges with security concerns in the Horn of Africa region.

#### **1.2 About Terre des Hommes Germany**

Terre des hommes Germany is an international children's rights organisation that promotes equitable development without racial, religious, political, cultural, or gender-based discrimination since 1967. Together with our local partner organisations in 40 countries, we support more than 370 projects in Latin America, Africa, Asia, and Europe. TdH is an independent non-governmental organisation that promotes civic engagement and the participation of children and youths in all aspects of its work. TdH sees its mission in strengthening children and realising children's rights for all children because every child has the right to live and to develop in the best possible way. At TdH, we are convinced

that sustainable development is possible for all people if the interests of children and future generations are respected and realised.

### 1.3 About the Project

The project "Building Foundation for Ending Child Exploitation in Pastoral Communities of Marsabit County" and financed *jointly by terre des hommes Germany (tdh) and the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by Strategies for Northern Development (SND* as conceptualized as a comprehensive response to these multifaceted challenges. Operating from October 2022 through September 2025, the project's overarching goal has been to eliminate child exploitation in its various forms - including trafficking, unsafe migration, and harmful traditional practices - while simultaneously strengthening child protection systems at community, local government, and cross-border levels.

Significant achievements have been documented throughout the project implementation period from November 2022 to July 2025. The project successfully conducted 21 community dialogues that engaged over 4,200 participants, creating platforms for critical conversations about child rights and harmful practices. Twenty Child Rights Clubs were established, training more than 600 child ambassadors who have become active advocates within their communities. The rehabilitation of 6 Child Protection Units has strengthened the institutional capacity for case management, supported by comprehensive training of 150 officers in effective case management protocols. Additionally, the project developed crucial cross-border child trafficking research and advocacy reports that have contributed to policy discussions at both national and regional levels.

## 2. Background and Rationale

The context of this evaluation is situated within the complex socio-economic landscape of Marsabit County, particularly Moyale Sub-County, which represents one of Kenya's most challenging development environments. This region faces an exceptionally high prevalence of harmful traditional practices including Female Genital Mutilation (FGM), child marriage, and various forms of child trafficking. The geographical location along porous international borders significantly exacerbates challenges related to unsafe migration and systematic exploitation of children, creating a web of vulnerabilities that require comprehensive intervention strategies.

The persistence of these harmful practices is rooted in deeply entrenched cultural norms, limited awareness about child rights, weak enforcement mechanisms for existing child protection laws, and inadequate coordination among the various stakeholders working in the region. The pastoralist lifestyle, while culturally significant, presents additional challenges in terms of accessing services, monitoring child welfare, and implementing sustained interventions. Economic vulnerabilities, recurrent droughts, and limited livelihood opportunities

further compound these challenges, often pushing families toward practices that compromise children's safety and wellbeing.

The rationale for conducting this final evaluation emerges from the critical need to assess the project's comprehensive impact, evaluate the sustainability of interventions, and extract valuable lessons that can inform future programming in similar contexts. The evaluation will serve multiple stakeholders by validating achievements against the established logical framework, identifying implementation challenges and successes, and providing actionable recommendations for scaling up effective interventions while addressing identified gaps.

### 3. Purpose, Objectives and Use of the Final Project Evaluation

The overall aim of this final project evaluation is the provision of an external, strategic review of the project's performance, achievements, and challenges. It shall analyse the project's overall results. In doing so, it shall provide lessons learned about the project design, implementation, and management and identify components, which were beneficial or harmful for achieving the project's objectives.

#### 3.1 Evaluation Objectives

1. To examine the extent to which the project objectives have been achieved. Assess how the project contributed to the impact including key enabling and/or constraining factors that led to project achievements.
2. To determine how the project benefited the various participants - children, community, local structures etc. (include at least one most significant change stories/case study) Assess how it addressed barriers in the abolition of harmful traditional practices and prevention of child rights violation.
3. To examine the unintended/unplanned (positive or negative) effects of the project among the target beneficiaries, local communities, and wider context.
4. To document what worked, what did not work, key lessons learned, and recommendations for future implementation of similar projects designed under similar contexts
5. Evaluate relevance, coherence, effectiveness, efficiency, impact, and sustainability of the BMZ project.

#### 4. Evaluation Questions

1. How successful has the project been in initiating systemic and structural changes for children and youth in pastoral communities of

Marsabit County, particularly in reducing child exploitation through harmful traditional practices, trafficking, and unsafe migration?

2. To what extent has the project contributed to desired impact and achieved key outcomes and outputs as envisioned in the design
3. What were the key enabling and/or constraining factors in achieving the desired change
4. Were there any unintended/unplanned (positive or negative) effects among the target beneficiaries, local communities, and wider context.
5. What worked, what did not work, what were the key lessons learned from the project

### Use of the Final Project Evaluation

The evaluation's results will be used by tdh and the implementing partners and the target group(s) to

- Strengthen accountability and transparency vis à vis the project donor BMZ
- Provide evidence to be used for public relations and fundraising
- Learn about challenges and potentials when working in the field of area of intervention
- Learn about challenges and potentials when working in country / region
- Back up previous findings when working in the field of area of intervention

The following evaluation questions, derived from the abovementioned overarching questions, enable an assessment of the project regarding the OECD-DAC criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability):

#### 4.1 RELEVANCE

How well did the project respond to the actual needs, context, and priorities of target groups in pastoralist communities?

- **Contextual Appropriateness**-To what extent did the project design adequately reflect the specific vulnerabilities and cultural dynamics of children at risk of exploitation in Marsabit's pastoralist communities, and how effectively did it address the intersection of traditional practices with child protection needs?
- **Stakeholder Alignment**- How well did the intervention priorities align with the expressed needs and expectations of key stakeholders including local government institutions, traditional leaders, religious organizations, and cross-border coordination mechanisms, and what gaps in alignment were identified?
- **Intervention Logic**- Were the project's logical framework, cause-effect hypotheses, and selected indicators coherent and plausible for addressing harmful traditional practices, child trafficking, and unsafe migration within the specific context of cross-border pastoralist dynamics?
- **Adaptive Responsiveness**- How effectively did the project adapt its strategies and activities based on emerging local trends, community

feedback, and evolving child protection risks, particularly in the absence of a comprehensive baseline study?

- **Service Appropriateness-** To what degree were the selected activities and outputs (rescue services, girls' education support, legal training, community dialogues) appropriate and sufficient to address the multifaceted needs of at-risk children and their families in the target communities?
- How conducive are the existing institutional frameworks, traditional governance structures, and cross-border coordination mechanisms in both Moyale Kenya and Southern Ethiopia (Oromia, Yebello, and Dubluk) for implementing a systems-based child protection approach, and what specific structural adaptations would be required to ensure effective cross-border case management and referral pathways?
- To what extent does the cultural, linguistic, and socio-economic similarities between target communities on both sides of the border create opportunities for harmonized programming approaches, and what contextual differences in child protection legal frameworks between Kenya and Ethiopia would require distinct intervention strategies?
- How well does the proposed systems-based approach address the specific cross-border child protection needs identified in both countries, and to what extent do the planned interventions (Alternative Rites of Passage, cross-border working groups, transport sector engagement) align with the documented protection gaps and stakeholder priorities on both sides of the border?
- What evidence exists that SND Africa's current organizational capacity, technical expertise, and staffing structure can effectively support simultaneous operations across two countries with different regulatory environments, and what specific technical competencies would need to be developed or acquired for successful expansion to Ethiopia?
- What are the implications of operating across two distinct national policy environments for child protection, birth registration, and anti-trafficking legislation, and how feasible is it for SND to navigate the regulatory compliance requirements, work permit processes, and partnership protocols in both Kenya and Ethiopia simultaneously?

## 4.2 COHERENCE

### 4.2.1 Internal Coherence

How well did the project align with organizational strategies and create internal synergies?

- **Strategic Alignment-** To what extent did the project contribute to TDH's strategic goals on child rights and protection while aligning with the Africa Regional Strategy, and how effectively did it demonstrate compliance with the Child Safeguarding Policy throughout implementation?
- **Partnership Integration-** How well did the project design and implementation align with SND Africa's organizational objectives, capabilities and other projects. To what extent did it leverage the partner's local knowledge and networks to enhance project effectiveness?

#### 4.2.2 External Coherence

How well did the project coordinate with other actors and align with broader frameworks?

- **Multi-stakeholder Coordination-** How effectively did the project establish and maintain strategic alliances with government agencies, UN bodies, and other child protection actors to promote complementarity and avoid duplication of efforts on FGM, child marriage, and trafficking?
- **Policy Coherence-** To what extent was the project aligned with national and international policies regarding child protection, harmful traditional practices, and cross-border cooperation, and how did it contribute to policy implementation at local levels?
- **Cross-border Synergies-** How successfully did the project develop and maintain cross-border collaboration mechanisms between Kenya and Ethiopia, and what factors enabled or constrained effective transnational coordination?

#### 4.3 EFFECTIVENESS

How well did the project achieve its intended outcomes and contribute to meaningful change?

- **HTP Reduction Impact-** To what measurable extent did the project contribute to the reduction of harmful traditional practices (FGM, child marriage) in target communities, and which specific behavior change approaches proved most effective in dismantling deeply rooted cultural practices?
- **Community Mobilization Success-** How effectively did community dialogues, Child Rights Clubs, and media campaigns change attitudes and behaviors regarding harmful traditional practices, and what concrete evidence exists of sustained behavior change at individual and community levels?
- **Protection Systems Strengthening-** To what degree were community-level reporting and response structures for child rights violations established, strengthened, and actively utilized, and what specific capacities did local communities develop for preventing and responding to child rights violations?
- **Cross-border Coordination Enhancement-** How did project activities improve cross-border child protection coordination mechanisms, and what tangible improvements in information sharing, case management, and joint responses were achieved?
- **Civil Society Capacity Development-** What evidence exists that local civil society organizations have improved their capacity to influence policy and program design through evidence-based advocacy, and how effectively are they utilizing these enhanced capabilities?
- Does evidence depict that SND's previous experience with cross-border programming (Ethiopia Joint Response project) and established relationships with Ethiopian stakeholders provide a foundation for effective

implementation of the proposed comprehensive child protection interventions across the targeted woredas in Southern Ethiopia?

#### 4.4 EFFICIENCY

How well were resources utilized to achieve maximum impact and value for money?

- **Resource Optimization-** Were financial, human, and time resources allocated strategically to achieve maximum impact in reducing child exploitation, and what was the comparative cost-effectiveness of different intervention strategies (community dialogues vs. media campaigns vs. capacity building)?
- **Beneficiary Reach Efficiency-** How efficiently were project resources utilized to reach the intended number of direct and indirect beneficiaries according to planned scope, and what factors contributed to or hindered optimal resource utilization?
- **Capacity Building Delivery-** Were capacity-building trainings for law enforcement, traditional leaders, and Community Resource Persons delivered in a cost-effective and timely manner, and what alternative approaches could have achieved better results with similar or fewer resources?
- **Partnership Leverage-** How effectively were partnerships with media, private sector actors, and government agencies leveraged for awareness and social mobilization, and what was the return on investment for these collaborative efforts?
- **Constraint Management-** What were the primary operational constraints and implementation challenges that affected progress toward project objectives, and how effectively were these addressed to minimize impact on results and resource efficiency?
- How cost-effective would it be to establish and maintain dual-country operations compared to supporting Ethiopian partner organizations, and what economies of scale or operational synergies could be achieved through cross-border programming?

#### 4.5 IMPACT

What broader, longer-term changes resulted from the project interventions?

- **Systemic Change Contribution-** To what extent did the project contribute to broader systemic and structural changes in attitudes toward

harmful traditional practices, child trafficking, and child rights within pastoral communities, and what evidence exists of lasting transformation beyond direct beneficiaries?

- **Measurable Outcome Changes-** To what extent has the project led to measurable reductions in the incidence of harmful traditional practices, child trafficking cases, and unsafe migration among children in target communities, and how were these changes documented and verified?
- **Normative Shifts-** What concrete evidence exists of shifts in community norms and attitudes toward child protection and gender equality, and how deeply embedded are these changes within traditional social structures and decision-making processes?
- **Institutional Strengthening-** What policy changes or institutional strengthening at local government levels can be directly or indirectly attributed to the project, and how sustainable are these institutional improvements?
- **Unintended Consequences-** What unintended positive or negative outcomes emerged because of project interventions, and how did these affect the overall impact on target communities and stakeholders?

## 4.6 SUSTAINABILITY

Will the project's benefits continue and expand beyond external funding?

### During SND Engagement Period

- **Institutional Embedding-** How effectively has the project embedded child protection mechanisms within existing local institutions (Child Protection Units, working groups, Child Rights Clubs) during SND's active engagement, and what factors strengthen or weaken their operational continuity?
- **Local Ownership Development-** To what extent have local communities, government structures, and civil society organizations demonstrated genuine local ownership and leadership of child protection initiatives while SND remains actively engaged, and what indicators suggest readiness for independent operation?
- What mechanisms exist or would need to be established to ensure that Ethiopian government institutions (woreda administrations, child protection units, civil registration departments) can sustain and scale the interventions beyond SND's direct engagement, and how viable are the proposed financial sustainability arrangements given the different governmental structures and resource allocation processes in both countries?

### Post-SND Exit Sustainability

- **Financial Sustainability Mechanisms-** What specific mechanisms have been established to ensure county government ownership and financial support for key project functions after SND's exit, and how viable are these funding arrangements in the local context?

- **Capacity Continuity-** To what degree are trained community actors (CRPs, teachers, health workers, traditional leaders), local CSOs, private sector actors, and Child Protection Sub-Working Groups likely to continue acting as effective change agents without external support?
- **Exit Strategy Implementation-** How comprehensive and realistic is the exit strategy for perpetuating positive effects beyond TDH's direct engagement, and what specific handover mechanisms ensure continuity of critical functions and relationships?
- **Scaling Potential-** What mechanisms exist for scaling up successful interventions to other pastoralist communities facing similar challenges, and how transferable are the project's approaches and lessons learned to different contexts?
- **Long-term Resilience-** What factors in the social, cultural, political, and economic environment will most significantly enable or hinder the long-term sustainability of project outcomes, and how well-prepared are local systems to adapt and respond to future challenges independently?

## 5. Methodology

### 5.1 Methodology

To respond to the evaluation and feasibility questions comprehensively, the consultant(s) are expected to conduct both an extensive **desk study and carefully planned field work, applying mixed methods that combine quantitative and qualitative approaches**. This holistic methodology should create a thorough understanding and analysis of the project's outputs, outcomes, and broader impact within the specific context of pastoralist communities in Marsabit County.

Special attention must be paid to participatory methods of data collection, carried out in close cooperation with SND Africa and meaningful engagement with target groups including children, youth, women, and community leaders. Data collection approaches must be child-oriented, culturally sensitive, and highly responsive to gender relations and power dynamics within pastoralist communities. Methods must be adapted to local conditions, linguistic diversity, and the mobile nature of some community members. The consultants are encouraged to implement this methodology creatively while maintaining rigorous standards for data quality and stakeholder participation.

### 5.2 Methods

The consultant(s) are expected to apply the following comprehensive methods when conducting the project evaluation:

**Desk Study:** A thorough analysis of project background documents including the original project proposal, BMZ biannual interim reports, monitoring and evaluation reports, baseline studies, previous evaluations, gender analysis reports, tdh and SND policies and strategies, government policies on child protection and anti-trafficking, and relevant research on harmful traditional practices in pastoralist contexts.

**Key Informant Interviews:** Structured interviews with SND Africa staff at different levels, TdH representatives, government officials from child protection units, county and sub-county administrators, traditional leaders, religious leaders, teachers, health workers, police officers involved in child protection, and representatives from other NGOs working in the region.

**Focus Group Discussions:** Separate sessions with Child Rights Club members (disaggregated by age and gender), parents and caregivers, community leaders, women's groups, youth groups, teachers, and community health workers. Special attention should be given to including the most vulnerable and marginalized community members.

**Individual Interviews:** In-depth conversations with project beneficiaries including children who have been supported by the project, former victims of harmful traditional practices or trafficking, parents whose attitudes toward these practices have changed, and community members who have become advocates for child rights.

**Case Studies:** Detailed documentation of success stories including rescued trafficking victims, prevented cases of harmful traditional practices, successful school retention cases, and effective community mobilization examples.

**Surveys:** Structured questionnaires administered to larger samples of beneficiaries including children, parents, teachers, and community members to gather quantitative data on knowledge, attitudes, and behavior change related to child protection and harmful traditional practices.

Participatory Rural Appraisal: Community mapping exercises, seasonal calendars, problem trees, and other participatory tools to understand community perspectives on child protection challenges and project impact.

**Direct Observation:** Visits to Child Protection Units, Child Rights Club meetings, community dialogue sessions, and other project activities to assess functionality and quality of interventions.

Whenever children and youth are involved in the research process, particular attention must be paid to the poorest, most vulnerable, and most remote members of these groups to ensure their meaningful participation. All focus group discussions and interviews should be conducted in appropriate local languages and transcribed in English to ensure long-term accessibility for analysis and organizational learning.

### **5.3 Analysis Methods**

In addition to standard content analysis covering both qualitative and quantitative data, the analysis should include:

**SWOT Analysis:** Examining internal strengths and weaknesses of the project design and implementation, as well as external opportunities and threats that influenced project outcomes, with particular focus on sustainability factors.

**Scenario Analysis:** Analyzing different future scenarios for the project's long-term impact and sustainability, considering various levels of continued support, community ownership, and external factors.

**Network Analysis:** Mapping relationships and coordination mechanisms between SND Africa, tdh, government institutions, community structures, and other stakeholders to assess coherence and identify opportunities for strengthened partnerships.

## 6. Key evaluation methods, deliverables, responsibilities, and tentative schedule

### I Preparation phase

#### Preparation Phase

Evaluation Measures	To dos	Deliverables	Responsible Institution(s)	Deadline/Schedule
Clarification of tasks & responsibilities	Document sharing and orientation	Materials for desk study, information about TdH child safeguarding policy	SND Africa & TdH	Week 1
	Clarification of open questions regarding project context and logistics		Consultant(s)	
Desk study	Familiarization with project context, analysis of strategies, project proposal, previous evaluations, government policies	Inception report, including concrete workplan, schedule & methodology	Consultant(s)	Week 1-2
	Definition of tasks & responsibilities within evaluation team			
Inception workshop	Preparation & moderation of stakeholder meeting	Minutes and refined methodology	SND Africa & Consultant(s)	End of Week 2
	Active participation from all stakeholders		TdH & SND Africa	
	Adaptation of inception report based on feedback	Final inception report	Consultant(s)	Beginning of Week 3

### II Execution Phase

Evaluation Measures	To dos	Deliverables	Responsible Institution(s)	Deadline/Schedule
Data collection	Travel organization (documents, tickets, arrangements for meetings, logistics coordination)		SND Africa & Consultant(s)	Week 3
	Data acquisition including interviews, focus groups, surveys, case studies	Minutes, recordings, transcriptions, photographs, survey data	Consultant(s)	Week 3-4
Closing workshop: Presentation & discussion of preliminary findings	Preparation & moderation of validation meeting with stakeholders	Minutes and preliminary findings presentation	Consultant(s)	End of Week 4
	Active participation and feedback provision		All stakeholders	

### III Reporting Phase

Evaluation Measures	To dos	Deliverables	Responsible Institution(s)	Deadline/Schedule
Data analysis & report writing	Drafting report following TdH evaluation report template structure	Preliminary draft of evaluation report (maximum 30 pages)	Consultant(s)	Week 5
	Feedback provision on draft report	Written statement with comments and suggestions	SND Africa & tdh	Beginning of Week 6
	Revising report based on feedback	Final evaluation report	Consultant(s)	End of Week 6
Follow-up workshop	Preparation & moderation of dissemination workshop	Minutes and presentation materials	SND Africa & tdh	Week 7

## 7. Requirements for bidders

The evaluator(s) engaged to undertake the assignment must fulfil the following requirements:

**Professional Expertise:** A minimum of five years of experience working in the field of children's issues and child protection programmes. Extensive

knowledge/experience and proven experience with evaluations in child protection, specifically addressing harmful traditional practices, child trafficking, and unsafe migration. Demonstrated expertise in working with pastoralist communities and understanding of cross-border dynamics in the Horn of Africa region.

**Methodological Competence:** Extensive experience conducting evaluations and research using mixed methods approaches, including participatory and child-sensitive methodologies. Ability to design and implement culturally appropriate research methods for pastoralist contexts.

**Educational Background:** The lead consultant is required to have a master's degree in social sciences, social work, international development or other related fields. Other consultants are required to have a university degree in relevant fields such as social work, international development, child rights, anthropology, or related disciplines with specialization in child protection issues.

**Contextual Knowledge:** Profound knowledge and experience with the socio-economic, cultural, child rights, and security situation in Northern Kenya, particularly Marsabit County and cross-border areas with Ethiopia. Understanding of pastoralist livelihood systems and traditional governance structures.

**Language Proficiency:** Very good oral and written proficiency in English. Knowledge of local languages such as Swahili and Borana would be highly advantageous for direct communication with community members.

**Policy Compliance:** Acceptance of and compliance with tdh Child Safeguarding Policy, including commitment to ethical research practices with children and vulnerable populations. Acceptance of and compliance with EU-GDPR requirements for data protection and privacy.

Experience Requirements: Minimum 5 years of experience in conducting project evaluations, with at least 2 evaluations completed in similar contexts (pastoralist communities, child protection, East Africa region).

## 8. Specification for offers

Qualified and interested applicants to submit Technical and Financial proposals electronically in PDF formats, addressed to "The Selection Committee", with subject line clearly marked **Endline Evaluation for "BMZ CTM project"** via email on or before **Monday 18/08/2025 at 1700 hrs (EAT)** to: [procurement@sndafrica.org](mailto:procurement@sndafrica.org) or to be delivered to SND offices at Isiolo, Marsabit or Moyale NB 2 : The RFQ should be referenced SND-TDH /TOR2025-001 as the subject of the Email or on the ENVELOPE. The aim is to select the evaluator by **26/08/2025** to start the assignment by **29/08/2025**. Offers should include:

**Technical Proposal (maximum 8 pages):** Detailed description of relevant experience in child protection evaluations and work with pastoralist communities, suggested methodology and methodological approaches that demonstrate understanding of cultural sensitivities and participatory approaches, realistic

timeline that accommodates community schedules and logistics challenges, and staffing structure including qualifications of team members and their specific roles.

**Financial Proposal:** Financial proposal in Kenyan shillings (KES), detailing the evaluators' itemised professional and logistical fees, broken down per phases of the evaluation, transparent pricing structure that demonstrates value for money.

**Portfolio Evidence:** Two sample evaluation reports (published or unpublished reports approved by respective clients) focusing on child protection, harmful traditional practices, or work with pastoralist communities, demonstrating quality of analysis and report writing.

**Team Composition:** CVs of all proposed team members, including lead evaluator and any local researchers or specialists, with clear indication of their roles and time allocation to the assignment.

Attachments:

- 1) TdH evaluation report template
- 2) TdH Child Safeguarding Policy
- 3) EU-GDPR