

**TERMS OF REFERENCE  
FOR CONDUCTING A FEASIBILITY STUDY  
ON BEHALF OF SOS CHILDREN'S VILLAGES INTERNATIONAL  
FOR THE PROJECT “VIBEs for Youth- Vision building, Identity, well-Being and  
Employability for Youth”**

**5 November 2021**

**A. Study background**

SOS-Kinderdörfer weltweit Hermann-Gmeiner Fonds Deutschland (HGFD) and SOS Children's Villages International (SOS CVI ) and the four project partners “the national associations of SOS Children's Villages in Belarus, Ukraine, Kyrgyzstan and Georgia” agreed upon the development of a regional application to the German Federal Ministry for Economic Cooperation and Development (BMZ) for funding a project with **focus on creating better prospects for employment for disadvantaged youth and increasing their active participation in the labor market in the four designated countries.**

HGFD and SOS CVI plan to develop a project for the four countries, with the aim to contribute to economic empowerment of vulnerable youth and young adults. Four countries are considered to implement the project: Belarus (Minsk, Mogilev and Grodno regions), Ukraine (Kyiv and Brovary, Kyiv region, Severodonetsk and Starobelsk, Luhansk region), Kyrgyzstan (Chui (Bishkek city) and Issyk-Kul and Naryn regions), Georgia (Tbilisi, Kakheti and Shida Kartli regions). Implementing period of the project is maximum 40 months.

The proposed project target groups are from Belarus (Minsk, Mogilev and Grodno regions), Ukraine (Kyiv and Brovary, Kyiv region, Severodonetsk and Starobelsk, Luhansk region), Kyrgyzstan (Chui (Bishkek city) and Issyk-Kul and Naryn regions), Georgia (Tbilisi, Kakheti and Shida Kartli regions)

- a) **Disadvantaged youth** from alternative care or disadvantaged backgrounds, incl. from rural areas i.e.
  - Young unemployed people 18-29 years old
  - Single-parent families (where parent is 18-35 years old)
  - Young people that are receiving social welfare from the state
  - Unemployed young parents 18-35 years old
  - Young people leaving care from institutions or other forms of alternative care
- b) **Civil Society Organizations** and other local stakeholders
  - working on social and economic empowerment of vulnerable youth and young adults

The project final beneficiaries will be at least **1500 vulnerable youth and young people from care or other disadvantaged background** from Belarus (Minsk, Mogilev and Grodno regions),

Ukraine (Kyiv and Brovary, Kyiv region, Severodonetsk and Starobelsk, Luhansk region), Kyrgyzstan (Chui (Bishkek city) and Issyk-Kul and Naryn regions), Georgia (Tbilisi, Kakheti and Shida Kartli regions).

## **B. Main aim of the Feasibility study**

A regional Feasibility study is to be carried out based on four national studies in Belarus, Ukraine, Kyrgyzstan and Georgia to provide HGFD and SOS CVI with a basis for decision making on what type of interventions, services and activities are feasible within the planned project, in the best interest of the target group.

The regional Feasibility study is required in the identification phase of this project to ensure that 1) the most crucial problems of the target group are identified, 2) important stakeholders are identified, analyzed and approached for their possible role in this programme, 3) a proper risk analysis is carried out and 4) alternative solutions are appraised and the preferred solution meets the defined criteria.

The study will provide HGFD and SOS CVI with sufficient information to justify acceptance, modification or rejection of the proposed intervention for further formulation.

## **C. Study objectives**

Overall the Feasibility study will have the following objectives:

- Validate and confirm that the Impact Matrix Indicators (initial/baseline value and target value) to be clear measurable numbers that would explicitly show the **social and economic environment** of the target group in Belarus, Ukraine, Kyrgyzstan and Georgia by providing an in-depth analysis of the situation of vulnerable youth and young adults in the region (e.g. poverty rates, unemployment statistics, migration situation etc.). Ideally the study report should answer the following guiding questions:
  1. *What is the (current) situation in the sector/region/country in question, with an analysis of the context at micro, meso and macro level. What does the socioeconomic, political and cultural context look like?*
  2. *What problems have been identified? What are their causes and how do they impact on the living conditions of population groups? Which population groups? especially for the problem statement of the proposal, it is important to collect local data on the specific regions where the project is to be implemented, **not “only” at the national level.***
  3. *What needs have been identified based on the problem analysis? How were these needs identified (or how will they be identified)? it is important to collect local data on the specific regions where the project is to be implemented, **not “only” at the national level.***
  4. *What is the background of, and what has led to, the planned project and its impact logic?*
  5. *Who proposed the original project idea?*
  6. *What are the **socio-cultural obstacles** to the approach and how can they be overcome?*
  7. *What other risks have been identified and how can they be addressed?*

8. *Are there any alternatives to the planned project or any of its components?*
- This analysis should also identify main root causes for socio-economic exclusion of the target group (e.g. skills mismatch, job search barriers, barriers for small entrepreneurship, unavailability of effective employment services etc.). Ideally the study report should answer the following guiding questions:
    1. *Who is the **target group (at micro, meso and macro level)** ? Are there possibly **different target groups on several levels**? **What are the criteria for selecting target groups**? How are **do-no-harm aspects** considered?*
    2. *What is the composition of the respective target groups? How **homogeneous or heterogeneous** are the target groups in terms of gender, ethnicity, age, sexual orientation, language, capacity, etc., and how will the project need to respond to this?*
    3. *What are the specific **needs** of the target groups? How can these needs be addressed?*
    4. *What is the **role of the target group(s) in the broader social context**? What **conflicts of interest** could arise between the target group and other, non-target groups as a result of the support provided through the project?*
    5. *What is the respective target groups' **potential** especially with regard to ownership/initiative, self-help activities and local problem-solving capacity? How can this potential be strengthened?*
    6. *Who are important state and non-state actors in this sector and beyond at the project location, in the planned project region, the project country?*
    7. *How does the planned project relate to the **government development strategy**?*
    8. *What are the **interests** of the actors? Are there any visible conflicts of interest? What **interdependencies** are to be expected between the project and other interventions/projects supported by the respective actors? How will this be taken into account in the project concept?*
    9. *Do the actors share a **common understanding** of the problem(s) and of the project objectives derived thereof?*
    10. *How strong is the **various actors' support** for the project? How can they **influence** the project? Have the actors already entered into any agreements?*
  - Analyze the current **local response structures & services (at micro, meso and macro level)** to address the needs of the target group (incl. existing gaps) and to identify the type of interventions and services most needed (and feasible) in the coming years, regarding the socio-economic strengthening of vulnerable youth. It will assess relevance, effectiveness, efficiency and sustainability of existing legal framework and services (current policy framework, standards, guidelines and practices as well as the related gaps in the implementation) provided currently in each country in the field of economic empowerment with focus on the above mentioned target group, their ability to meet community needs as well as participation of key stakeholders (governmental, non-profit, and private) at local level. *It is important to collect local data on the specific regions where the project is to be implemented, **not "only" at the national level.*** Ideally the study report should answer the following guiding questions:

1. What are the specific **needs** of the target groups? What current **local response structures & services** are in place to address these needs?
  2. Regarding the socio-economic strengthening of vulnerable youth: What are the types of interventions and services most needed (and feasible) in the coming years, to address the needs of the target group(s) in the broader social context? What conflicts of interest could arise between the target group and other, non-target groups as a result of the support provided through the project?
  3. What is the respective target groups' potential especially with regard to ownership/initiative, self-help activities and local problem-solving capacity? How can this potential be strengthened?
- Identify the existence of similar projects or interventions on local or national level and opportunities for **alignment and synergies**. Analyze lessons learnt from these in the past and gaps still present today. Ideally the study report should answer the following guiding questions:
    1. Are there any existing or planned projects of other organizations at the project location with an approach (activities, objectives) similar to these proposed interventions? What are they?
    2. To what extent will the project be able to build on local potential, institutions and procedures? What measures and instruments are best suited to harness and strengthen local ownership and initiative, participation, and capacity?
  - Identify **potential implementing partners** in all four countries of the project region and analyze their institutional, programmatic and financial capacities as well as capacity building needs. Their possible role during project identification, formulation, implementation and evaluation should be described. This should be based on a thorough stakeholder analysis of important actors, community organisations, self-help structures, associations advocating for the rights of the target group etc. Ideally the study report should answer the following guiding questions:
    1. What local organisations are suitable implementing partners and why? What skills and experience (institutional, technical, personnel, financial capacities) do they have and which ones are relevant for the project?
    2. What measures are needed to build the local partner's organisational and general capacity?
    3. To what extent do local implementation partners identify with the project (ownership) and are committed to making it a success?
    4. What is the relationship between the local partners and the target group/ other actors? (Legitimacy) Is there an overlap or conflict of interests? How can interaction and coordination be improved?
  - Analyse the **feasibility of the proposed project** and recommend the relevant type of interventions, services and activities to address the needs of the target group in an effective and sustainable way. Ideally the study report should answer the following guiding questions:

1. *What components are missing in the project concept to achieve the planned goals sustainably?*
2. *Which planned components are rather not suitable for what reasons?*
3. *Do the assumptions on impacts and sustainability on which the project concept is based appear plausible and viable for the project concept; how would they have to be adjusted if necessary?*
4. *Which fields of observation are suitable for the development of qualitative and quantitative indicators that reflect the changes for the target group in a SMART way? What findings and baseline data from the study are recommended as a basis for incorporating them into the project logic (impact matrix)?*

The recommendations on the types of interventions and services should be based on:

- An analysis of the **role, relevance and possible impact of the proposed project** in Belarus, Ukraine, Kyrgyzstan and Georgia and at a regional level.
- An identification of **possible synergies** between the 4 focus countries and the added value to each country in particular of the proposed action at regional level.
- An analysis of the **relevance of the proposed actions and identification of possible alternative options** to address the existing problems related to economic exclusion of vulnerable youth and young adults.
- An analysis of the **proposed project target group**, type and number of direct and indirect beneficiaries;
- An assessment of the **feasibility of the proposed project** at regional level with regards to technical, economic and financial, institutional and managerial, environmental, political and socio-cultural aspects;
- An assessment of the **sustainability of the project results** after completion, including, for example, maintenance and secure financial resources for continued operation and potential for adoption of the proposed intervention by government bodies;
- A **cost and resource estimation** as well as timeline;
- A **stakeholder and risk analysis**; the study should address the following guiding questions:
  1. *why SOS CVI is the most suitable NGO within the civil society landscape of the four countries?*
  2. *What is the added value to support SOS CVI as an International NGO with the Member associations in the four countries, and not a local grassroots NGO in each country?*

#### **D. Issues to be studied**

The study will assess the following issues and provide information on and analysis of the relevance, feasibility and sustainability of the proposed project.

- a) The **relevance, coherence, effectiveness, efficiency, significance and expected impact, as well as sustainability** of the project intervention and its compliance and consistency with the overall national/regional development objectives specified in the laws/bylaws and government

programs on this issues; and the compatibility and complementarity of this project with other relevant projects. Accordingly, the study will assess the planned project based on OECD/DAC criteria (see <http://www.oecd.org/dac/evaluation/49756382.pdf>)

→ **Relevance:** To what extent are the planned project activities appropriate for addressing the problem?

- Does the project approach address a key development problem or constraint in the partner country or region?
- Is the approach in line with the needs of the target groups?
- What specific changes are planned to have been accomplished by the project after it has been completed?

→ **Coherence:** To what extent is the overall objective and overall project compatible with programmes from the public, NGO, and private sector in the countries?

- Coherence, which was added to the criteria list in 2019, focuses on the extent to which the overall project interventions are compatible with programmes from the public sector (local and national), the NGO and private sector.
- In order to assess coherence, consider whether the planned project interventions would duplicate or complement existing efforts by country programmes, NGOs, or private sector, whether and to what degree the project interventions are aligned with international regulations, and whether synergy effects exist with measures of other donors or programmes used.
- The overall project interventions and the country programmes are coherent and compatible with other public, NGO, and private-sector programmes.
- Partnerships at national and local level ensure that the project interventions are aligned with the partners' activities.

→ **Effectiveness:** What is the most suitable project approach to achieving the objectives?

- How does the planned project contribute to the strategies and programmes of state or other actors presented in the context analysis ? How does it distinguish itself from them?
- Are the planned measures and the chosen methodology suitable for reaching the project objective? What activities at the meso and/or macro level (multi-level approach) should be planned in order to make the project more sustainable?
- Will use be made of synergies with interventions supported by other donors or programs?
- What additional measures does the study recommend with a view to achieving objectives?
- What impact logic/impact hypothesis should the project be based on?
- Who will monitor impacts? When? At what intervals? How will changes be measured (Impact monitoring)

→ **Efficiency:** To what extent can the objectives be achieved in an economically efficient way through the planned project?

- What financial, institutional and human resources will be needed?
- To what extent will it be possible to implement the planned measures within the time allocated for the project and based on the resources that are planned? Will it be possible to achieve the desired impacts, and will all that be possible in an economical and efficient manner (in terms of cost/benefit ratio)? What is the basis for this assessment?

→ **Significance / overarching development impact:** To what extent will the project help achieve broader development impacts?

- Which objectives and impacts derived from the problem/needs analysis are to be achieved, and for what target groups?
- To what extent will the project have a structural impact, to what extent can it serve as a model, and to what extent will it have a broad-based impact?
  - Would it be advisable to pursue a multi-level approach (micro, meso and macro levels) in order to increase significance and effectiveness?
- To what extent have aspects relating to gender sensitivity, inclusion of persons with disabilities, cultural sensitivity, conflict sensitivity and human rights been incorporated in the project's objectives?

→ **Sustainability:** To what extent Will the positive impact last after the project has been completed (without further external support)?

- How can sustainability of results and impacts be ensured and reinforced (in institutional, economic, social and environmental terms)?
- What are the roles and responsibilities of governmental and/or civil society institutions? To what extent will the project be able to build on local potential, institutions and procedures? What measures and instruments are best suited to harness and strengthen local ownership and initiative, participation, and capacity?
- What negative consequences and impacts might result from project implementation? To what extent will it be possible to consider and address these risks in the project/project concept (e.g., Do No Harm approach, conflict-sensitive impact monitoring, etc.)?
- What risks, which also affect the project's sustainability, are involved in project implementation (personal risk for those implementing the project, institutional and reputational risk, contextual risk)? How can they be minimised?

The consultant will study:

- The legislation covering socio-economic integration and access to effective employment services for Vulnerable youth and young people from care or other disadvantaged background from Belarus, Ukraine, Kyrgyzstan and Georgia (national and international standards/procedures, as well as a brief analysis of implementation/enforcement)

- Existing national or local strategies to target poverty and unemployment (aiming at both labour market integration as well as small entrepreneurship).
- Root causes for social exclusion of the described target group; national measures and strategies on social care and protection as well as policies on national or regional level for empowerment of vulnerable youth from care or other disadvantaged background.
- The nature, number and type of beneficiaries the proposed project potentially affects; incl. self-help efforts and coping mechanisms of the target group (if applicable) as well as description of heterogeneity /homogeneity of target group regarding gender, age, ethnicity, sexual affiliation, language, capacity etc and its impact on the project design.
- Assessment on how the proposed project responds to the demands as expressed by the relevant stakeholders and the target group;
- Assessment on how the proposed project is coherent with the overall framework of national development objectives and the development policies of the relevant ministries of the Governments of Belarus, Ukraine, Kyrgyzstan and Georgia
- All organizations and agencies affected by or involved in the proposed project and the intended improvement of the situation, including an assessment of their capacities, including current local response and services provided to address the needs of the target group (with best practices if applicable).
- Other interventions or priorities of ministries, agencies and donors that may affect or be affected by the proposed project (incl. identification of challenges, potential for cooperation and use of synergies).
- Risks with regards to the proposed project (economic, political, environmental, cultural, etc.) incl. mitigating measures to reduce the effect/likelihood of these risks.
- Information from previous studies and evaluations relevant to the proposed project (if any).

This information is to be presented in **Section (Situational analysis)** of the Feasibility study report.

b) The **feasibility** of the proposed project consistent with the economic, social and institutional framework. The consultant will prepare a recommendation for the project to be structured as follows:

- *Overall objectives:* Why is the project important to the target groups and beneficiaries, the location and the government? What is the desired social development/impact which will be targeted in the project?
- *Project purpose:* Why do the target groups and beneficiaries need the project?
- *Project results:* What products and services will the project deliver to the target groups and beneficiaries? What assumptions are required to achieve the project purpose?
- *Project activities:* What is the scope of activities to be undertaken and what are the associated assumptions for achieving the project results.

The project purpose and results should be measurable by objectively verifiable SMART indicators

(Specific, measurable, **achievable** (or **attainable**), **relevant**, and **time-bound**) and project activities should be quantified wherever possible. This information is to be presented in Section 3 (Intervention) and Section 4 (Assumption) of the Feasibility Report (see Appendix I).

c) A preliminary indication of any pre-conditions, an initial cost estimation, and possible project phasing and organization. This information is to be presented in Chapter 5 (Implementation) of the Feasibility Report.

d) Potential **sustainability** of the proposed project as determined by an assessment of the key sustainability factors: ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender, appropriate technology, environmental aspects, and institutional and management capacity. This information is to be presented in Section 6 (Factors ensuring sustainability) of the Feasibility report (see Appendix I).

## **E. Workplan**

On the basis of the proposed time schedule outlined in the Terms of Reference, the consultants will prepare a work plan for the study and include this in their offer, and report on the approach taken in the study. The work plan should set out the consultants' approach to the following activities, (more activities can be added if necessary):

- Desk study, fact finding/data collection/surveys;
- workshops, focus groups, consultations and other means of ensuring local participation;
- identification of possible options for the proposed project;
- consultation meetings with stakeholders and decision makers;
- preparation of the draft and final Feasibility study report.

## **F. Methods for gathering the necessary information**

- An inventory of possible resources: (university)studies (thesis), organization reports, documentation, resource persons/experts, etc
- A review of existing laws, policies, strategies, statistics and reports related to the situation of Vulnerable youth and young people from care or other disadvantaged background from Belarus, Ukraine, Kyrgyzstan and Georgia
- Interviews focus group discussions and/or questionnaires with national/local authorities/institutions, public institutions, municipalities and non-governmental organization dealing with the target group. As an input to the study, authorities should state their expectations towards SOS Children Village's and outline potential modes of collaboration and public funding for a project.
- Interviews with experts and expert organizations
- Interviews with local/community organizations representing targeted groups and/or non-governmental organisations that are active in the field of vulnerable groups or focus on economic empowerment

- If possible, interviews or focus groups with vulnerable youth and young people from care or other disadvantaged background from the target group.

## G. Expertise required

The person(s) carrying out this study should have a thorough understanding of the situation of marginalized youth / groups and root causes of socio-economic exclusion (e.g. skills mismatches, job search barriers, ineffective employment services etc).

The person should have proven competence and experience in conducting social research. A social science background, e.g. higher education in social work, psychology, social-pedagogy, community development, law is of advantage. Experience in organizing and implementing feasibility study in general, identifying relevant sources of information, setting up questionnaires etc. is an added advantage.

Precondition for the involvement of an external expert is that he/she interviews key SOS programme staff for better understanding of SOS programmes and policies. If an external expert carries out the study it is a must to ensure that the interests and approaches of the organization are well represented. SOS staff has to be involved in working out the conclusions and developing recommendations. The person(s) carrying out this study must be well acquainted with the core SOS policy documents, especially the ones related to child protection.

## H. Reporting

The study's conclusions has to be presented in the Feasibility report in the obligatory format specified below, with the underlying analysis included in the appendices.

A draft Feasibility study report is to be presented to SOS CVI for comments by *17 of January 2022*. Within 5 working days, comments on the draft Feasibility study report will be received from SOS CVI (IOR EUCM) .

The consultants will take account of these comments in preparing the final Feasibility study report (min 25 pages). The final report will be in high quality in English language and aligned with the terminology used by SOS CVI and will be submitted to SOS CVI (IOR EUCM) by *31 of January 2022*.

## I. Time Schedule

Action	Tasks	Timeline/Deadline	Key Person(s)
*Selection of consultant to conduct the study	Contact signature	Monday 22 November 2021	SOS Ukraine- Consultant
1. Methodology and tool development	Agreement on the work plan and provision of final tools / methodology	Tuesday 30 November 2021	SOS CVI- IOR EUCM Consultants
2. Data collection	Fieldwork and data collection	Wednesday 1 December 2021	Consultants

3. Feasibility study report	Developing first draft of report in English	Monday 17 January 2022	Consultants
	Feedback on draft report	Friday 21 January 2022	SOS CVI
	Submitting final report	Monday 31 January 2022	Consultants

The consultants should include the timetable in their offer, indicating whether and how they can adhere to or improve on it.

#### **J. Assistance to the consultants by the contracting authority**

The Contracting Authority (SOS Children's Villages Ukraine) will make available the following information and facilities to the consultants' staff:

- all relevant reports, documents, maps, data;
- where available, office space, furniture, and access to computers and communication facilities;
- where available, the use of vehicles and drivers;
- Counterpart staff.

#### **K. Application Documents**

Application for the Feasibility study should contain the following information:

1. Name and contact details of an individual expert(s) and description of previous evaluation experiences.
2. Introduction
3. Feasibility study objectives
4. Description of the methodology (including the target groups; description of quantitative and qualitative research methods that will be used; description of sampling and size of sample etc.)
5. Proposal how the project team will be involved in the study
6. Description of Product(s) (deliverables)
7. Time schedule of activities (a time schedule should be prepared for each element of the work plan and of the reporting requirements).
8. Composition of research team (for each expert proposed, a curriculum vitae, should be submitted along with the proposal.)
9. Costs

Applications should be based on this Terms of Reference and sent to SOS Children's Villages Ukraine by Friday 19 November 2021.

## Appendix I: Standard Reporting Format for a Feasibility Study

Maximum length excluding appendices: 50 pages.

*The report must be structured using the headings (chapters, sections and subsections) given below. Under each heading, a list of key words and explanatory notes is given to indicate the topics to be handled in that part of the report. These key words and explanatory statements refer to the main issues considered in Chapter 7 (Identification). It is essential, therefore, to use these guidelines to gain a full understanding of the reporting requirements.*

### 1. Executive Summary

### 2. Background

Why this prefeasibility study is undertaken?

### 3. Methodology

3.1 **Short description of the process** being followed to conduct the Feasibility study, including description of methods applied, stakeholders being consulted and interviewed, available documents and/or studies being reviewed – please include the list of the documents being reviewed in an annex and provide relevant links if they are available on internet.

3.2. **Definition used in the Feasibility study** about Vulnerable youth and young people from care or other disadvantaged background from Macedonia, Serbia, Bosnia and Herzegovina, Kosovo and Albania.

### 4. Situational analysis

4.1 **Government/socio-economic development policy, including national procedures and mechanism in place for addressing Economic empowerment for vulnerable youth and young people from care or other disadvantaged background.**

National policies/strategies affecting youth labor inclusion, international agreements relating to youth empowerment in general which the country has signed, policy links, and legal aspects linked to poverty, unemployment, job search barriers, barriers to the establishment and development of businesses and limited access to effective employment services provided by relevant state bodies.

4.2 **Features of vulnerable youth and young people from care or other disadvantaged background exclusion of the labor market, situation in the country**

Institutional and administrative setting, role of unemployment of youth and linkages with other sectors in the national and local economies, key intersectoral links, institutional context for Employment/Self-employment and main stakeholders and their roles in inclusion of vulnerable target groups into the labor market. What is functioning well, not well etc. Analysis of institutional arrangements and co-ordination mechanisms should also be provided.

#### **4.3. Situational analysis of the target group**

Analysis of the target group regarding Employment and economic empowerment should be provided here. Statistics, causes of migration, discrimination, exclusion and main reasons for economic marginalization of vulnerable youth and young people from care or other disadvantaged background in protection area, consequences, main risk factors, harmful and non-harmful cultural practices. What is working well/not well? What are current practices in such settings in addressing these problems? Are professionals trained and know how to respond to all these problems? What are their main challenges and needs?

#### **4.4. Current local response to the needs of the target group**

Analysis of the current local response to the needs of the target group (existing governmental and non-governmental interventions and services): Who is doing what? How are different stakeholders cooperating? What are strengths and weaknesses of the current responses? What are the unmet needs of the target group? What is the demand for services in this area?

### **5. Target group & stakeholder analysis (at micro, meso and macro level)**

#### **5.1 Target group**

To provide a section on the characterization of the target group itself (not only the situational context). Who is the target group? Are there possibly different target groups on several levels? Are there direct and indirect target groups? What are the criteria for selecting target groups? How are do-no-harm aspects considered?

What is the composition of the respective target groups? How homogeneous or heterogeneous are the target groups in terms of gender, ethnicity, age, sexual orientation, language, capacity, etc., and how will the project need to respond to this?

What specific needs does the target group have and how can they be addressed?

What role does the target group/groups play in the broader social context? What conflicts of interest could arise between the target group and other non-target groups as a result of support provided through the project?

What is the potential of the target group(s), especially in terms of ownership, self-help efforts and local problem-solving capacities? How can this potential be strengthened?

#### **5.2 Stakeholders**

To provide a section on the characterization of the Stakeholders themselves (not only the situational context). Who are important state- and non-state actors stakeholders (e.g. governmental, non-governmental, individuals, groups of interests) in this sector and beyond at the project location, in the planned project region, in the project country?

What are their goals, interests, capacities, concerns and limitations? Are there any visible conflicts of interest? What interdependencies are to be expected between the project and other interventions/ projects supported by the respective actors? How will this be taken into account in the project concept?

Do the actors share a common understanding of the problem(s) and of the project objectives derived from them?

How strong is the support of the various actors for the project? How can they influence the project?

Have the actors already entered into agreements?

## 6. Intervention

This section outlines the justification for the project proposal. Reasons why certain interventions and activities are being proposed should be properly explained.

### 6.1 Overall objectives

Why is the project important to the target groups, beneficiaries and Government?

### 6.2 Project purpose

Why do the target groups and beneficiaries need the project?

### 6.3 Project results

What services will the project deliver to the target groups and beneficiaries?

### 6.4 Project activities

What are the activities that will be carried out?

## 7. Assumptions

This section contains preliminary assumptions required to achieve the project activities, results and purpose.

### 7.1 Assumptions at different levels (activities, results, purpose levels)

Action by other agencies required to support the achievement of the project activities, results and purpose.

### 7.2 Risks and flexibility

Capacity of the project to respond to the non-realisation of crucial assumptions that could jeopardise the project's success and the extent to which these risks have been taken into account.

## 8. The project implementing organisation

This section contains preliminary information on the project implementing organisation. To provide a justification for selecting SOS CVI as a partner. What local organisations / institutions can be considered as suitable implementation agencies/ partners and why? What skills and experience (institutional, technical, personnel, financial capacities) do they have and what capacities that are relevant for the project are missing? What measures (if any?) are needed to strengthen the local partners' organisation and capacity? What is the self-interest / ownership of the local implementing agency and partners in the success of the project? To what extent are they committed to making the project a success? How do the local implementing agency and partners relate to the target group and the participants (legitimacy)? Are there any overlaps or conflicts of interest? How can the interaction and coordination be improved?

## 9. Implementation

This section contains preliminary information on the project implementation.

### 9.1 *Physical and non-physical means*

Preliminary indication of physical works, equipment, supervision, technical assistance, policy or technical studies, monitoring and evaluation.

### 9.2 *Organisation and implementation procedures*

Choice of implementation agency, initial assignment of responsibilities, and definition of procedures.

### 9.3 *Time schedule*

Expected project duration and phasing.

### 9.4 *Cost estimate and financing plan*

Preliminary costs by component and input, in foreign exchange and local currency, indicating the financing source where possible.

### 9.5 *Special conditions and accompanying measures taken by the government*

Preliminary action for government and parties involved, including the private sector.

## 10. Assessment of the planned project based on OECD/ DAC criteria

This section should provide confirmation that key sustainability issues have been incorporated either in the project or as external assumptions. Use the checklists provided in Chapter 7 (Identification), to assess whether the project outline covers the issues appropriately.

### 10.1 **Relevance**

To what extent are the planned project activities appropriate for addressing the problem.

### 10.2 **Effectiveness**

What is the most suitable project approach to achieving the objectives?

### 10.3 **Efficiency**

To what extent can the objectives be achieved in an economically efficient way through the planned project?

### 10.4 **Significance / overarching development impact:**

To what extent will the project help achieve broader development impacts?

### 10.5 **Sustainability:**

To what extent Will the positive impact last after the project has been completed (without further external support)?

### 10.6 **Coherence**

To what extent is the Overall Programme and Country Programmes compatible with programmes from the public, NGO, and private sector?

## **11. Monitoring and evaluation**

This section will contain preliminary information only. Further information will be provided during the Formulation phase.

### 10.1 *Monitoring indicators*

Initial identification of key indicators for monitoring project progress, results, activities and assumptions.

### **Technical appendices to the Feasibility report**

1. Map of the project area.
2. Data from the past three years in location (if available)
3. Other technical appendices, if any.
4. Terms of Reference.

### **Administrative appendices to the Feasibility report**

1. Study methodology and instruments /work plan
2. Consultants' itinerary
3. List of persons/organisations consulted
4. Literature and documentation consulted
5. Curricula vitae of the consultants