

Feasibility Study
on the Chemen Lavi Miyò (CLM) Project
in Savanette, Haiti

Terms of reference

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I. Purpose

Whenever an organization applies to BMZ¹ for funding equal to or exceeding 500,000 €, a feasibility study is mandatory. The project concept that will be subject of this feasibility study has been submitted to BMZ for match funding and received an A-rating – the highest priority. The purpose of this feasibility study is to provide a sound basis for developing and perfecting the project concept, by identifying project prerequisites, opportunities, and risks. This enhances project effectiveness and helps avoid bad investment decisions from the start. Feasibility studies should be carried out by independent consultants who have the requisite technical, methodological, and practical expertise. They must also be well-familiar with the region in question.

This document describes the Terms of Reference of the independent consultants who will be hired to execute the feasibility study through a call for proposals.

II. Timeframe

- Main Research activities: January 1st 2021 – February 14th 2021
- Reporting: February 15th 2021 – March 10th 2021
- Draft report due on February 24th 2021, final report due on March 10th 2021

III. Contracting agencies

Opportunity International Deutschland (OID)
Poststr. 15
50676 Köln
Germany

and

Fondasyon Kole Zepòl (Fonkoze)
#119 Avenue Christophe
Port-au-Prince, HAITI

IV. Short project description

Project :

Chemen Lavi Miyò (CLM) : ultra-poor graduation project in Savanette Commune, Haiti

Sector:

Social protection / social promotion

Project duration:

September 2021 to June 2023

Summary:

The project objective is to improve the nutritional, health, educational and housing situation of 500 families living in extreme poverty (approx. 2500 people) in the Savanette Commune of the Central Department, Haiti. These families are selected by program staff using a process designed to identify the poorest families in a community. They receive training in activities designed to build their income, then they receive the assets they need to launch those activities. They also receive weekly, individualized coaching for eighteen months along with additional supports designed to protect their health and improve their social integration.

¹ German Federal Ministry of Economic Cooperation and Development (BMZ)

V. Criteria for the content of feasibility studies

- The focus, scope and depth of a feasibility study should be appropriate to the **complexity and volume of the project in question** and consider the **political, economic and cultural context**.
- The study should **analyze the situation, the problem(s) resulting thereof and the target group and stakeholders**.
- The study should present the **context on several levels** (micro, meso, macro) and also include essential baseline data relevant to the project (e.g. as an appendix).
- As the planned project approach includes structure-building effects at meso-level, **data on existing structures** (institutions, networks, umbrella organizations, etc.) must also be collected.
- On this basis, an analysis of the approach to solving the problems of the target groups and other actors critically examines and evaluates the planned project with regard to the OECD DAC criteria of **relevance, effectiveness, efficiency, impact and sustainability** (see <http://www.oecd.org/dac/evaluation/49756382.pdf>).
- **Concrete recommendations** for adjustments to the specific project concept including the **target system and measures** are to be formulated, taking into account the actors and stakeholders to be involved, proposals for fields of observation for measuring results and impacts as well as opportunities and risks.

VI. Study Report Structure

- i. Summary
- ii. Introductory sections (description of purpose and objective, details on the experts, e.g. by means of a CV, and on the services provided, information on methodology and participants) (see point 1 and 2 below)
- iii. Sections presenting the data collected and an analysis (context, capacities of the project executing agency, project-relevant needs of the target group, other actors, etc.) (see point 3 to 5 below)
- iv. Final evaluations according to the OECD DAC criteria (see point 6 below)
- v. Resulting recommendations on the project concept (see point 7 below)

VII. Key questions for feasibility studies

The study should follow the structure set out below. The key questions under each heading need not be used in full. They are intended to provide guidance.

1) Purpose, objectives and utilization of the study

- *What is the **rationale or the specific reason** for conducting the feasibility study, and what are its objectives?*

The purpose of this feasibility study is to provide a sound basis for developing and perfecting the project concept, by identifying project prerequisites, opportunities, and risks.

- *Who will **use the findings**? In what way? For what purpose? This question should be reviewed, in particular, with regard to potential utilization of the study for the development of project application, the project concept and for project implementation.*

Fonkoze and OID will use this study to enhance the project effectiveness. The study will also help BMZ avoid making bad investment decisions from the start.

- *What will be the **scope of the study in terms of timing and geographical coverage**? What specific (sub)areas or (sub-)sectors will be given special attention?*

The study will focus on the commune of Savanette, in Haiti's Central Plateau.

Special attention needs to be directed towards economic activities in the area, especially livestock rearing and agriculture, as well as the presence of projects that address economic development and/or social protection/promotion. The consultants will also need to address the availability of primary health care services.

- What **earlier experience** from similar projects and programs and from other studies and analyses etc. should be used as a basis for drawing up the feasibility study?

Upon request, interested parties will receive access to reports and field visits about past and current CLM interventions in the Central Plateau and elsewhere in the Country.

Consultants will also take the following studies into account: <https://www.ids.ac.uk/search/Fonkoze> or <https://fonkoze.org/technical-reports>

2) Methodology

- Which methods, instruments and resources are used for data collection and analysis?
- Which and how many actors with which backgrounds and interests are directly involved in the data collection process?

3) Context and problem analysis

- What is the (current) situation in the sector/region/country in question? What does the socio-economic, political and cultural context look like?
- What problems have been identified? What are their causes and how do they impact on the living conditions of population groups? Which population groups?
- What needs have been identified based on the problem analysis? How were these needs identified (or how will they be identified)?
- What is the background of, and what has led to, the planned project and its impact logic? Who proposed the original project idea?
- Are there any alternatives to the planned project or any of its components?

4) Project-executing organization in the partner country (Fonkoze)

- Which local organizations are suitable implementing partners and why? How much capacity do these organizations have in institutional, technical, staffing and financial terms?
- What measures are needed to build the local partner's organizational and general capacity?
- To what extent do local implementation partners identify with the project (ownership) and are committed to making it a success?
- What is the relationship between the local partners and the target group/stakeholders? (Legitimacy)
- Is there an overlap or conflict of interests? How can interaction and coordination between the partners and the stakeholders be improved?

5) Target group and stakeholder analysis

a) Target group

- What is the **target group** for the project? **What criteria are used in the selection of the target group?** Are there possibly several target groups affected in different ways by the problems?
- How **homogeneous or heterogeneous** is the target group in terms of gender, ethnicity, age, sexual orientation, language, capacity, etc., and how will the project need to respond to this?
- What are the **needs** of the target group? How can these needs be addressed?
- 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?
- What is the target group's **potential** especially with regard to ownership/initiative, self-help activities and local problem-solving capacity? How can this potential be strengthened?

b) Stakeholders

- Who are the main **governmental and non-governmental stakeholders** in the sector and beyond – at the project location, in the project region and the project country?
- How does the planned project fit in with the **government social protection and promotion strategy?**

- What are the **interests** of the stakeholders? Are there any visible conflicts of interest? What **interdependencies** are to be expected between the project and other interventions/projects supported by the stakeholders? How will this be taken into account in the project concept?
- Do the stakeholders share a **common understanding** of the problem(s) and of the project objectives derived thereof?
- How strong is the **various stakeholders' support** for the project? How much **influence** could they exert on the project? Have the stakeholders already entered into any agreements?

6) Assessment of the planned project based on OECD/DAC criteria (see <http://www.oecd.org/dac/evaluation/49756382.pdf>)

a) Relevance: 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 changes are planned to have been accomplished by the project after it has been completed?

b) Effectiveness: What is the most suitable project approach to achieving the objectives?

- Are the **measures and the chosen methodology suitable for reaching the project objective**? Should activities be planned at the meso and/or macro level (**multi-level approach**) in order to make the project more sustainable?
- Will use be made of **synergies** with interventions supported by other donors or programs?
- What **measures** does the study recommend with a view to achieving objectives?
- What **impact logic/impact hypothesis** should the project be based on? What could a meaningful **logical framework** look like, including suitable and informative indicators (presentation of a first rough draft of indicators and baseline data)?
- Who will monitor impacts? When? At what intervals? (**Impact monitoring**)

c) Efficiency: Can the objectives be achieved in an economically efficient way through the planned project?

- What **financial, institutional and human resources** will be needed?
- 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)**?

d) Significance / overarching development impact: 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?

e) Sustainability: 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?

- *Which socio-cultural barriers may impede the planned approach, and how can they be overcome?*
- *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 are involved in project implementation (personal risk for those implementing the project, institutional and reputational risk, contextual risk)? How can they be minimized?*

7. Recommendations:

- Based on the main findings on topics 1. to 5. and the evaluation according to the DAC criteria (section 6), what concrete proposals can be made for the concept of the project in the specific context?
- Which components are missing in the project concept, if any, in order to sustainably achieve the planned objectives
- Which planned components are not suitable for which reasons?
- Do the assumptions on effects and sustainability on which the project concept is based appear plausible and sustainable for the project concept; how would these have to be adapted if necessary?
- Which fields of observation are suitable for the development of qualitative and quantitative SMART indicators that reflect the changes for the target group? Which findings and baseline data from the study are recommended as a basis for incorporating them into the project logic (impact matrix)?

VIII. Provision of preparatory documents to the consultant(s):

- Project concept note/draft proposal including draft budget.
- Reports of other CLM projects that have recently been implemented or that are currently being implemented
- National social protection strategy and policy papers
- Organigram Fonkoze and CLM

IX. Outputs and Deliverables

The expert/consultant (team) is expected to work in close cooperation with the project implementing agency. The following products are expected from the consultancy team:

- Feasibility Study report (max. 30 pages) in English plus info graphs providing an **executive summary, description of the whole process of the feasibility study** including **data analysis, findings, results and recommendations** for the project planning and implementation according to the above mentioned questions. Please attach: List of abbreviations, list of institutions visited and persons interviewed, consultants schedule during the field phase, list of used documents, data and literature, brief professional profile consultant.

X. Expert/ consultant (team) profile

Independent team of consultants, experienced with DAC evaluation standards, working experience as consultants with sound experience and proven references in:

- Minimum 4 years of relevant experience in social protection/social development research/quantitative and qualitative data analysis
- At least 2 similar assignments conducted in previous experiences
- Experience in conducting project evaluations according to DAC standard in the fields of social protection/social development

- Sound knowledge of Haitian social protection policy processes
- Participatory research approaches
- Qualitative methods like focus group discussions, semi-structured interviews, etc.
- Quantitative survey methods

Skills

- Strong data management skills (designing and submission of questionnaires, quantitative and qualitative data management, data analysis).
- Strong communication and writing skills: fluent English.
- Excellent organization and time management skills.
- Promptness in deliveries and communication.

The experts will not act as representatives of any party and must remain independent and impartial.

XI. Proposal format and deadline

Interested parties are required to submit the following documents:

- Short proposal describing the **study approach, methodology** (including objectives of the feasibility study, outputs and performance indicators), **research tools and design, schedule, team and costs** (budget breakdown) as well as **potential limitations** (risks for the successful implementation of the study) and respective **mitigation strategies** /alternative implementation strategies, e.g. due to Covid19.
- Please attach: Background information about the Consultant's qualification for the work, convincing demonstration of requisite capacity including knowledge of the project area, detailed description of similar assignments, experience, availability of appropriate skills among staff, etc.; In case of a partnerships or consortium, background information of the partners, partnership agreement, proof of registration/incorporation, etc.

Please submit these documents **by December 13th, 2020 to:**

Andrea Zipprich, Opportunity International Deutschland: azipprich@oid.org and Steven Werlin, Fonkoze: swerlin@fonkoze.org.