

**TERMS OF REFERENCE FOR CONDUCTING A FEASIBILITY STUDY
FOR SOS-KINDERDÖRFER WELTWEIT HERMANN-GMEINER FONDS DEUTSCHLAND (HGFD) FOR
THE PROJECT
“RIGHT TO FAMILY II – IMPROVING THE AVAILABILITY AND QUALITY OF FOSTER CARE AND
COMMUNITY BASED SERVICES”**

22nd JULY 2024

1. Study background

SOS-Kinderdörfer weltweit Hermann-Gmeiner Fonds Deutschland (HGFD) and the 5 locally registered SOS Children's Villages National Associations Albania, Armenia, Belarus, North Macedonia and Ukraine, since October 2021, are successfully implementing the global programme entitled “*A right to Family – Deinstitutionalisation to reform child protection systems*”, funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). The project aims to improve children’s rights with a specific focus on supporting the reform of alternative childcare systems and the deinstitutionalisation process in the 5 project countries.

The programme will end in April 2025 and significant results are achieved so far in advocating for improved legal framework in childcare system, in strengthening the social service workforce to support the better protection and care of children, in raising awareness at all levels to promote family-based care and in developing of a range of community-based services and family-based care services. However, there is still a high need and demand from the target group to support governmental efforts to strengthen the childcare system in line with the principles and standards of international documents and goals, primarily by improving access to high quality foster care and community based social services. In this regard, HGFD and the 5 programme countries plan to develop a new programme as a follow-up initiative to the current programme, that seeks to strengthen and further advance the achieved results, by focusing on foster care system development and development of community based social services.

The same 5 countries are going to implement the Right to Family II programme, following a system strengthening approach with interventions and measures on national, regional and local levels. The proposed programme objective, which will be presented to BMZ for funding, aims that children and young people without parental care or at risk of losing it have improved access to quality foster care and community-based services in 5 countries.

- At macro level, proposed programme aims to support national social regulatory framework to improve quality of foster care and community-based services.
- At meso level, it aims at raising awareness of both decision-makers and the public on the need for and advantages from strengthening the foster care and community-based social services and it will directly support the capacity of various national and local institutions, including frontline professionals to improve their competencies.
- At micro level, different community-based services (including improved professional support to fosterers) will directly be piloted, documented, analysed, and publicly promoted, to enable institutions and decision-makers to get practically acquainted to the effectiveness of innovative and contemporary community-based services.

The proposed programme will affect target groups at 3 levels:

Macro level: Legislative decision-makers and policy makers at national, regional, and local levels, who are responsible for developing, adopting and implementing strategies, laws, and regulations.

Meso level: Executive managers of relevant government agencies and departments and professionals involved in the implementation of adopted policies, laws and regulations within relevant state municipal programmes.

Micro level: Professionals at community level who deal with child protection, care and welfare and implement operational child protection measures. Children and young people without adequate parental care and their biological families. Prospective and existing foster parents.

2. Study objectives

The feasibility study shall provide HGFD 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 purpose of a feasibility study is to provide a sound basis for developing a project proposal, by identifying preconditions, opportunities and risks, including possible mitigation measures. This entails an assessment of the feasibility of the project and a systematic review of the extent to which the project approach can plausibly achieve the planned changes under the existing conditions. This enhances project effectiveness and helps avoid bad investment decisions from the start.

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

The regional feasibility study will include the following:

- context and problem analysis at micro, meso and macro levels.
- analysis of the target group, including collection of relevant baselines data. A baseline for the project needs to be established.
- identification and analysis of important stakeholders, including their possible role in this programme.
- risk analysis and mitigating measures.
- analyses how far the ongoing BMZ project has implemented its activities and reached its goals and how the new project can build on that.
- assessment of the new project concept against OECD DAC criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability.
- recommendations for adjustments to the project concept, including concrete recommendations for the impact matrix and the project measures.

3. Key tasks

The consultant is expected to assess the following issues with regards to the proposed project.

3.1 Feasibility analysis

The feasibility analysis of the proposed project will be carried out based on the ***OECD DAC criteria of relevance, coherence, effectiveness, efficiency, impact, sustainability*** and should consider the economic, social and institutional framework as well as political, environmental, and socio-cultural aspects in Albania, Armenia, Belarus, North Macedonia, Ukraine and at regional level.

a) Relevance - To what extent is the planned project doing the right thing?

- Does the planned project approach address a developmentally important problem or a crucial development bottleneck of the partner country or project region?
- Are the objectives (approach) of the planned project aligned with the needs of the target groups and clearly defined?



- To what extent do the intervention objectives and design adequately consider the specific needs of the target groups and structural obstacles in the project region, partner/institution, policy programmes etc.?
- Are norms and standards of the approach compatible with those of the target groups?
- Is the project designed in a conflict-sensitive way (Do-No-Harm principle)?

b) Coherence - How well does the intervention fit?

- How coherent are the planned activities with human rights principles (inclusion, participation), conventions and relevant standards/guidelines (national and international ones)?
- To what extent does the project comply with the overall national/regional development objectives specified in the laws/bylaws and government programs on these issues?
- To what extent are there synergies and links between the planned project and other interventions by the same actor (organisation) and other actors?
- What similarities or overlaps are there between the target groups and the projects of other actors in the same context?
- To what extent does the intervention create added value and is duplication avoided?
- How are lessons learnt from implemented programmes by SOS, including the current BMZ project or other actors considered in the concept note?

c) Effectiveness - Which project approach can best achieve the objectives?

- How does the planned project contribute to the state strategies and programmes or of other actors presented in the context analysis? How does it distinguish itself from them?
- Are the causal relationships (including assumptions) plausible? What negative effects could occur?
- Will synergies with interventions supported by other donors or programmes be used?
- Is the chosen methodological approach appropriate to the context and sufficient to achieve the project objective? Are alternatives necessary?
- At which level (multi-level approach) are additional measures required to increase effectiveness? What additional activities at which level should be planned to increase project sustainability?
- How are changes measured? Which indicators (fields) are better suited for this?

d) Efficiency - Does the use of funds planned by the project appear economical in terms of achieving the objectives?

- To what extent can the planned measures be implemented with the budgeted funds and staffing levels in the planned duration?
- To what extent are the planned expenditures used economically and are the investments, operating expenses and personnel in proportion to the intended goals?

e) Impact (significance) - To what extent does the planned project contribute to the achievement of overarching developmental impacts?

- What contribution does the project objective (outcome) make to the overall objective (impact)?
- To what extent is the planned project structure-building, model-like and broadly effective? On which levels will norms or structures be changed?
- To what extent have aspects of gender sensitivity, inclusion of people with disability, culture sensitivity, conflict sensitivity and human rights been incorporated in the project objectives?

f) Sustainability - To what extent will the positive impacts (without further external funding) continue after project completion?

- How can the sustainability of results and impacts be ensured and strengthened (structurally, economically, socially, ecologically)?
- To what extent will the project be able to build on local structures? Which measures and instruments are best suited to harness and strengthen local ownership and initiative, participation and capacity?
- What long-term capacities are built up among the target group to be able to continue the implemented measures on their own?
- What positive changes (role, behaviour, mechanisms, networks and others) favour civil society in the long term?
- Which personal risks for the implementers, institutional and contextual risks influence sustainability and how can they be minimised?

3.2 The consultant should also study and analyse **the context, initial situation, target group stakeholders, risks, cost and resource estimation** and identify **possible synergies** between the 5 countries and the **added value** that the proposed project has on regional level.

3.2.1 **Context and problem analysis at micro, meso and macro levels**

- What is the current situation in the sector/region/country? What is the political, socio-economic and cultural context?
- What current problems of the beneficiaries have been identified relevant to the proposed project?
- What specific gaps have been identified in the childcare system with particular focus in foster care system and in provision of community-based services? Please note that the project follows a system strengthening approach and all components of the system should be analysed holistically such as: legal and regulatory framework, minimum standards and quality assurance, coordination and referral mechanisms, human, financial and infrastructure resources, services to prevent separation, to help families to care for children well, provide appropriate care for already separated children, and support reintegration, data collection and monitoring systems to build evidence and inform decision making, mechanisms for child participation and community engagement, social norms and practices that support family-based care etc. The holistic analysis of the initial situation should, at minimum, be based on the guiding questions below:
 - How many children are placed in formal alternative care: including foster care (disaggregated by type of foster families), residential care (large scale institutions and other forms of residential care), as well as other forms of family – based or family like care; supervised independent living care arrangements for children? What is the number of children at risk of losing parental care?
If available, national, regional and local statistics must be provided.
 - What are the gaps in legal and policy framework for foster care? To what extent the current legislation is in line with the provisions of UN Guidelines on Alternative Care of Children?
 - How are decisions taken for placement of children in foster care? How are children involved in this process? How are biological parents involved in the decision-making process?
 - What support services are provided for children and youth before, during and after placement in foster care? What are the strengths and gaps in provision of leaving care and reintegration services for children in foster care, including provision of mental health and psycho-social support services?
 - What are the strengths and gaps in provision of community-based services, including prevention services?
 - How is permanency planning of children ensured when family reintegration is not viable

option? What are other potential placement options (e.g., adoption, long term foster care etc.)?

- What support services are provided for foster carers? What are the strengths and gaps?
- What are the challenges in assessment, accreditation/approval, initial pre-service and ongoing training of foster parents?
- What are the challenges in case management?
- How is quality of foster care services ensured? What are the gaps in this regard?
- Which structures and which professionals are involved in foster care service provision and how are they trained in their roles and responsibilities? What are the gaps in this regard?
- How are the public and various stakeholders (state/non-state) informed on foster care and its characteristics?
- Are regular activities aimed at informing and raising the awareness of the public on foster care as a more adequate form of care compared to residential care, conducted (i.e., on a yearly basis)? Are these activities targeting: public, national government staff, sub-national government staff? What works well, what does it not?
- What are the gaps in financing of foster care services and provision of community-based services?
- What monitoring and information systems are available for foster care services? How is data collected, analysed and used for decision making on national, regional and local levels?
- Which of the causes of these problems should be prioritised and addressed in the project? On which levels can these problems be identified?

3.2.2 **Target group and stakeholder analysis, including collection of relevant baseline data**

Target group

- Who is the target group (at micro, meso and macro levels)? Are there direct and indirect target groups? What are their characteristics? How homogenous or heterogeneous are the target groups in terms of gender, ethnicity, age, sexual, orientation, language, capacity etc?
- What are the criteria for selecting the target groups? How are do-no-harm aspects considered?
- What is the impact of the identified problems on the living conditions of the direct target group? What are the main risk factors? What are their needs? What are the gaps in current response to the needs of these target groups?
- If available, please provide also statistical data (national, regional, local statistics) on number of children in formal alternative care disaggregated by type of care, number of foster families
- disaggregated by type of family and trends in relation to these target groups.

Stakeholders

- Who are the stakeholders (state/non-state) in the care sector and at various levels (national, regional, local)?
- How interested are they in the target group and their needs? Do they have a common understanding of the problem? How much control do they have to address the needs?
- How are institutional target groups responding to the needs of the direct target group? What are the strengths and weaknesses in the current response?
- What are their capacities in responding to the needs of the target group? Are they functionally and financially stable to sustain interventions over time?
- What is the potential of the key identified stakeholders in terms of ownership, self-help efforts, and local problem-solving capacities? How can this potential be strengthened?

- What are the relationships with other stakeholders? Do they cooperate or conflict?
- How strong is the support of the key identified stakeholders for the project? Are local and national authorities willing to support the project? How can they influence the project?

3.2.3 **Assumptions and analysis of risks** with regards to the proposed project (economic, political, environmental, cultural, etc.) including mitigating measures to reduce the effect/likelihood of these risks.

- What external conditions are required to enable the implementation/ achievement of project activities, results and purpose?
- What are the key assumptions that could be expected to facilitate the implementation of the project and the achievement of its objectives?
- Does the risk assessment indicate that there are no major constraints?
- To what extent can the project respond to changes in crucial assumptions that could jeopardise the project's success? To what extent have these risks been considered? What viable and realistic mitigation measures that would ensure the project implementation or objectives achievement if the identified risks materialize may be recommended?

3.2.4 Initial **resource estimation** and **possible time schedule**.

- What financial, human and other resources are required to implement the proposed project? Does the proposal allocate the necessary resources needed for effective and efficient project implementation? Are any additional resources needed?
- Is the proposed timetable of activities realistic? Does the proposal sufficiently consider, if any, sequences of activities needed for objectives achievements?
- What are the requirements for the implementation of proposed project?

4. **Added value and potential synergies between the project countries**

- What potential synergies can be identified between countries and which existing good practises need to be explored and further exchanged?
- How to transfer innovative programme elements from one country to another? What additional measures are required to foster knowledge exchange and learning between the countries?

5. **Conclusions and recommendations**

Based on the analysis of all aspects described above, **conclusions** will be drawn, and **recommendations** will be made regarding adjustments to the project concept, including concrete recommendations for the impact matrix and the project measures.

- Which components, if any, are missing from the project concept to make the cause-effect relationships more coherent and to sustainably achieve the planned objectives? Which planned components are rather unsuitable or may have negative effects, and for what reasons?
- Which assumptions of the cause-effect relationships are viable?
- Which findings and project-relevant data from the study are suitable for inclusion in the project logic (impact matrix of the project application)? What are the recommendations for possible indicators at different result levels and their data collection? Please provide recommendations for both qualitative and quantitative indicators and please propose also whenever feasible gender sensitive indicators. The project purpose and results should be measurable by objectively verifiable indicators, and project activities should be quantified wherever possible. Furthermore, recommendations for relevant baseline data for target indicators should be proposed.

- What adjustments are required to the intervention logic – please include impact, outcome, outputs, indicators and activities as listed below.
 - Impact - Why is the project important to the target groups, beneficiaries and Government? What are the long-term benefits of the project for the target group/s?
 - Outcome - How are the capacities created by the project (structures, products, goods, services or capabilities) used by the target group?
 - Outputs - Which capacities (structures, products, goods, services or capabilities) are developed/strengthened by the project in the target group?
 - Project activities - What are the activities that will be carried out?
 - Project indicators - What indicators can help to measure results? What baseline data from the study should be included?

6. Methodology

During the feasibility study, consultants should follow a participatory process involving relevant stakeholders and partners. The study must adhere to SOS Code of Conduct, PSHEA and Child Safeguarding guidelines. The consultant will sign the child Safeguarding documents of SOS Children's Villages.

The methodology will employ variety of quantitative and qualitative data collection methods, and analytical approaches.

Methods and tools may include, but are not limited to:

- Desk review of existing laws, policies, strategies, reports, related to the situation of the target group in the country and in selected project locations.
- Semi-structured interviews focus group discussions, surveys with direct and indirect beneficiaries, implementing partners, key stakeholders (state and non-state).
- Interviews with key stakeholders to ensure further triangulation. As an input to the study, authorities should state their expectations towards SOS Children's Villages in each country and outline potential modes of collaboration and public funding for the project. Further, an analysis of the current project progress should be made with inputs from state authorities, and recommendations how the new project should be built on the results of the current project should be made.

It is expected that the service provider for this study, will further refine the approach and methodology and submit a detailed description in the inception report. The methodology and approach must incorporate human rights and gender perspectives.

A. Expertise required

It is preferable that the team of experts consists of one external expert, with international work experience, who will act as team leader and one local expert per project country (5 local experts).

The service providers for this study should have the following core competencies:

- University degree in social work, pedagogy, psychology, law, community development and other related areas.
- Experience/knowledge related to child welfare systems, alternative care (particularly in foster care), community based social services and de-institutionalization processes and preferably for countries of concern,
- Good knowledge of children's rights, child protection policies, including relevant international binding documents and standards
- Experience and expertise in project design, management, monitoring, and different types of evaluations.

- Proven competence and experience in conducting social research.
- Ability to work in a (virtual) team and to establish good working relations with people of different national and cultural backgrounds.
- Excellent writing skills.
- Excellent English language skills: working knowledge of any additional language of the five project countries (Albanian, Armenian, Belarus, Macedonian and Ukrainian) shall be an advantage; and
- Excellent communication and presentation skills.

7. Expected deliverables

The following are the expected assignment deliverables:

- An inception report detailing methodology and process of the development of the feasibility study, including data collection tools.
- Feasibility study report, based on the template provided from HGFD, and with the underlying analysis included in the appendices. SOS staff must be involved in analysis of conclusions and in the development of recommendations. Interests and approaches of SOS must be well-represented in the report. The final report, which incorporates also feedback from SOS Children's Villages and HGFD, will be in English. The report on the study should not exceed **thirty (30) pages**.

8. Time Schedule

The assignment should be carried out during the period 15 August 2024 – End of October 2024. Final report must be submitted to HGFD by 21st of October 2024.

It is aimed that the engagement of consultants starts officially in the second week of August 2024.

Evaluation Phase	Tasks	Deadline	Key Person(s)
1. Submission of inception report	Finalisation of the inception report, outlining methodology, tools, work plan.	23 rd of August 2024	Consultants
2. Development of data collection tools	Agreement on the work plan, methodology and proposed tools	29 th August 2024	HGFD Consultants
3. Data collection	Fieldwork and data collection	27.09. 2024	Consultants
4. Feasibility study report	Submission of first draft of report in English	07.10.2024	Consultants
	Presentation of the findings in a virtual formulation workshop with project partners.	10.10.2024	Consultants
	Feedback on draft report	14.10.2024	HGFD, Project countries
	Submission of final report (min. 25, max. 30 pages, excluding annexes)	21.10.2024	Consultants

The consultants shall include the timetable in their offer, indicating whether and how they can adhere to or improve it. Consultants' approach towards data collection, analysis and reporting must be described as well in their offer.

9. Assistance to the consultants by the contracting authority

The Contracting Authority in cooperation with the national associations of SOS Children's Villages in Albania, Armenia, Belarus, North Macedonia and Ukraine will make available the following information and facilities to the consultants' staff:

- all relevant available reports, documents, maps, data (e.g. national strategy/policy papers, background papers, documents from previous projects, methodological guidelines if applicable,)
- where available, office space, furniture, and access to computers and communication facilities.
- where available, the use of vehicles, drivers and translators.
- contacts to local experts (to participate in the study, if needed)
- counterpart staff.

10. GENERAL INFORMATION FOR BIDDERS

- This Request for Proposals is open to all national and international suppliers (independent consultants or companies) who are legally constituted and can provide the requested services.
- Bidders shall bear all costs of the bid preparation; costs of proposal development cannot be included as a direct cost within the assignment.
- Proposals and all supplementary documents to be submitted in English; financial bids to be stated in Euro.

11. Application documents

Interested experts should submit a detailed technical and financial proposal on the basis of following points:

- A letter of interest stating why you are eligible for the assignment.
- CV of the professional(s) to undertake the assignment, including a summary of similar assignments undertaken previously.
- A Technical proposal which should include information about the research team, a description of the proposed methodology, a schedule of planned activities, proposal how the project team will be involved in the study, description of main deliverables .
- Financial proposal statement of the requested amount per consultant/day and the overall gross amount for execution of the contract (all expenses and taxes included).
- At least two references for previous experiences of consultants, preferably in the field of child welfare and alternative care or similar and in evaluations.

12. Submission of application documents and deadline

Bids need to be submitted electronically to the following e-mail address: feasibility@sos-kd.org with subject line: "Application to conduct feasibility study" by **5th of August 2024**, 17:00 CET. Late submissions shall not be considered.

Technical and financial proposals are to be submitted as separate PDF files, with the expressions "technical proposal" and "financial proposal" used in the documents' filenames respectively.

For any questions related to the application process, please contact Regional Project Manager, Elsa Osmani at elsa.osmani@sos-kd.org.

13. Modification and withdrawal of bids

Bids may be withdrawn on bidder's written request to HGFD prior to the closing date of this Request for Proposals. Any corrections or modifications must also be received in writing prior to the closing date.

Changes must be clearly stated in comparison with the original proposal. Failure to do so will be at bidder's own risk and disadvantage.

14. Rights of Contracting Authority

Throughout the bidding and evaluation under this Terms of Reference, contracting authority maintains the rights to:

- contact any or all references supplied by the bidder(s).
- request additional supporting or supplementary data from the bidder(s).
- arrange interviews with the bidder(s).
- reject any or all proposals submitted.
- accept any proposals in whole or in part.
- negotiate with the bidder(s) who will be considered for contracting; and
- contract any number of candidates as required to achieve the purpose of this assignment.

15. Evaluation of bids

The evaluation of bids shall be based on the following criteria:

- compliance with the requirements set in the Request for Proposal.
- competence and experience of proposed consultant(s).
- proposed work plan's quality, coherence, and responsiveness (including timeliness) to the Terms of Reference; and
- requested gross daily rate and the overall gross amount for execution of the assignment.

The proposal with the best overall value, technical and financial, will be proposed for approval.

16. Contracting

HGFD will inform the successful bidder electronically and will send the contract form within one (1) week after the closing date of the Request for Proposals. The successful bidder shall sign the contract and return it to HGFD within two (2) calendar days of receipt of the contract.

17. Duration of the contract and terms of payment

The contract is effective from the moment of its signing by both parties and until the acceptance of work by HGFD.

Payment will be made only upon HGFD acceptance of the work performed in accordance with the above-described deliverables. Payment will be conducted by bank transfer in the currency of billing and is due 30 days after receipt of invoice and acceptance of work.

The contracted bidder shall be paid by HGFD in accordance with the following dynamics:

- 30% upon submission and acceptance by HGFD of the inception report.
- 40% upon submission of draft feasibility study report and the delivery of the online presentation during the validation workshop; and
- 30% upon completion of the final report and acceptance by HGFD.

18. Notice of Delay

Shall the contracted bidder encounter delay in the performance of the Contract, which may be excusable under unavoidable circumstances, the contracted bidder shall notify HGFD in writing about the causes of any

such delays within two (2) days from the beginning of the delay.

After receipt of the contracted bidder's notice of delay, HGFD shall analyse the facts and extent of delay, and extend the time for performance when, in its judgment, the facts justify such an extension.

19. Copyright and other propriety rights

HGFD shall be entitled to all intellectual property and other proprietary rights including, but not limited to, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for HGFD under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract. The Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for HGFD.

All materials: interviews, reports, recommendations, and all other data compiled by or received by the contracted bidder under the Contract shall be the property of HGFD and shall be treated as confidential and shall be delivered only to SOS CV authorized officials on completion of work under the Contract.

20. Termination

HGFD reserves the right to terminate without cause this Contract at any time upon fifteen (15) days prior written notice to the Contractor, in which case HGFD shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

HGFD reserves the right to terminate the contract without any financial obligations in case if the contractor is not meeting its obligations without any prior notice:

- agreed time schedule
- withdrawal or replacement of key personal without obtaining written consent from SOS Children's Villages
- the deliverables do not comply with requirements of ToR and research guide.

Appendix I: Standard Reporting Format for a Feasibility Study

Maximum length excluding appendices: 30 pages.

The report must be structured using the headings (chapters, sections and subsections) given below. Under each heading, some explanatory notes are given to indicate the topics to be handled in that part of the report. Strong reference must also be made to the requirements of Terms of Reference to ensure that reporting requirements are fully met.

1 Executive Summary

Summary of all main findings of the study and relevant recommendations.

2 Background

Short description of the background of the study.

- What is the purpose of the study?
- Who are the users of the study?

3 Methodology

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.

4 Context and problem analysis (at macro, meso and micro level)

4.1 Situation in the sector/ region/ country

What is the (current) situation in the sector/region/country? What is the socioeconomic, political and cultural context?

4.2 Project problem and causes

What problems have been identified? What are their causes? What national policies/ strategies are affecting the problem? What international agreements which the country has signed relate to the problem? What other policies and legal aspects are linked to the problem addressed by the project? What is the role of the identified problems within the institutional and administrative setting and how are these problems linked to other sectors in the national and local economies? What institutional arrangements and coordination mechanism in relation to the identified problems are in place?

4.3 Impact on target group(s)

What is the impact of the identified problems on the living conditions of target groups? Which target groups? What are the main challenges related to the identified problems in the project location? What are the main risk factors to the target group? What are the negative consequences? What harmful and non-harmful cultural practices are in place in relation to the identified problems?

4.4 Local response to the needs of the target group

- What needs have been identified based on the problem analysis?
- How were these needs identified (or how will they be identified)? What is the current local

response to addressing the identified problems in relation to the target group (existing governmental and non-governmental interventions and services)? What are the roles of involved actors and how are they cooperating? Are professionals trained and know how to respond to the identified problems? What are their main challenges and needs? What are the strengths and weaknesses of the current response? What are the unmet needs of the target group? What is the demand for services in the area?

4.5 Background to planned project

What is the background of, and what has led to, the planned project and its intervention logic? Who proposed the initial project idea?

5 Local project implementing organization(s)

- 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?

6 Target group & stakeholder analysis (at micro, meso and macro level)

6.1 Target group

- Who are the target groups at macro, meso, micro level? 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 because 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?

6.2 Stakeholders

- Who are important state- and non-state 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 considered in the project concept?
- Do the actors share a mutual 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?

7 Assessment of the planned project based on OECD/ DAC criteria

7.1 Relevance - To what extent is the planned project doing the right thing?

- Does the planned project approach address a developmentally important problem or a crucial development bottleneck of the partner country or project region?
- Are the objectives (approach) of the planned project aligned with the needs of the target groups and clearly defined?
- To what extent do the intervention objectives and design adequately consider the specific needs of the target groups and structural obstacles in the project region, partner/institution, policy programmes etc.?
- Are norms and standards of the approach compatible with those of the target groups?
- Is the project designed in a conflict-sensitive way (Do-No-Harm principle)?

7.2 Coherence - How well does the intervention fit?

- How coherent are the planned activities with human rights principles (inclusion, participation), conventions and relevant standards/guidelines (national and international ones)?
- To what extent does the project comply with the overall national/regional development objectives specified in the laws/bylaws and government programs on these issues?
- To what extent are there synergies and links between the planned project and other interventions by the same actor (organisation) and other actors?
- What similarities or overlaps are there between the target groups and the projects of other actors in the same context?
- To what extent does the intervention create added value and is duplication avoided? How are lessons learnt from implemented programmes by SOS, including BMZ project or other actors considered in the concept note?

7.3 Effectiveness - Which project approach can best achieve the objectives?

- How does the planned project contribute to the state strategies and programmes or of other actors presented in the context analysis? How does it distinguish itself from them?
- Are the causal relationships (including assumptions) plausible? What negative effects could occur?
- Will synergies with interventions supported by other donors or programmes be used?
- Is the chosen methodological approach appropriate to the context and sufficient to achieve the project objective? Are alternatives necessary?
- At which level (multi-level approach) are additional measures required to increase effectiveness? What additional activities at which level should be planned to increase project sustainability?
- How are changes measured? Which indicators (fields) are better suited for this?

7.4 Efficiency - Does the use of funds planned by the project appear economical in terms of achieving the objectives?

- To what extent can the planned measures be implemented with the budgeted funds and staffing levels in the planned duration?
- To what extent are the planned expenditures used economically and are the investments, operating expenses and personnel in proportion to the intended goals?

7.5 Impact (significance) - To what extent does the planned project contribute to the achievement of overarching developmental impacts?

- What contribution does the project objective (outcome) make to the overall objective (impact)?



- 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?
- To what extent have aspects of gender sensitivity, inclusion of people with disability, culture sensitivity, conflict sensitivity and human rights been incorporated in the project objectives?

7.6 Sustainability - To what extent will the positive impacts (without further external funding) continue after project completion?

- How can the sustainability of results and impacts be ensured and strengthened (structurally, economically, socially, ecologically)?
- To what extent will the project be able to build on local structures? Which measures and instruments are best suited to harness and strengthen local ownership and initiative, participation and capacity?
- What long-term capacities are built up among the target group to be able to continue the implemented measures on their own?
- What positive changes (role, behaviour, mechanisms, networks and others) favour civil society in the long term?
- Which personnel risks for the implementers, institutional and contextual risks influence sustainability and how can they be minimised?

8. Synergies of the regional project

- What potential synergies can be identified between countries and which existing good practises need to be explored and further exchanged?
- How to transfer innovative programme elements from one country to another? What additional measures are required to foster knowledge exchange and learning between the countries? How to increase collaboration and support opportunities?

9. Assumptions and risks

a. Assumptions at various levels (activities, results, purpose levels)

What external conditions are required to enable the implementation/ achievement of project activities, results and purpose?

b. Risks and flexibility

To what extent can the project respond to changes in crucial assumptions that could jeopardise the project's success? To what extent have these risks been considered?

10. Implementation

Please outline if requirements for implementation of the proposed project intervention related to the following aspects allow efficient and effective project implementation.

a. Physical and non-physical means

(e.g. physical works, equipment, supervision, technical assistance, policy or technical studies, monitoring and evaluation)

b. Time schedule

Expected project duration and phasing.

c. Cost estimate and financing plan

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

11. Conclusions

This section outlines the conclusions for the project proposal.

12. Recommendations

This section outlines the recommendations for the project proposal. Reasons why certain interventions and activities are being proposed should be properly explained. Indicators for various results levels and baseline data shall be included.

1. Based on the main findings of the thematic areas (sections 4-6) and the evaluation according to the DAC criteria (section 7), what concrete proposals can be made for the project concept in the specific context?
2. What components are missing in the project concept to achieve the planned goals in a sustainable manner?
3. What planned components are rather not suitable for what reasons?
4. Do the assumptions and impacts on which the project concept is based appear plausible and viable for the project concept? How would they have to be adjusted, if required?
5. What fields of observation are suitable for the development of qualitative and quantitative indicators that reflect the changes for the target group in a SMART (specific, measurable, achievable, realistic, time-bound) way? What findings and baseline data from the study are recommended as a basis for incorporating them into the project logic (impact matrix)?
6. What intervention logic is recommended – please include impact, outcome, outputs, project activities and project indicators as listed below?

6.1. Impact

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

What are the long-term benefits of the project for the target group/s?

6.2. Outcome

How are the capacities created by the project (structures, products, goods, services or capabilities) used by the target group?

6.3. Outputs

Which capacities (structures, products, goods, services or capabilities) are developed/strengthened by the project in the target group?

6.4. Project activities

What are the activities that will be carried out?

6.5. Project indicators

What indicators can help to measure results? What baseline data from the study should be included?

Technical appendices to the feasibility report

1. Definitions of key terms
2. Map of the project area.
3. Data of children without parental care or at risk of losing care from the past three years nationally, regionally and locally (if available, data for selected locations must be provided)
4. Overview of types of family based alternative care services in each country, legal definitions and statistics
5. Overview of types of foster care in each country and statistics

6. Original and Revised impact matrix
7. List of stakeholders and their roles and responsibilities
8. List of main laws and documents relevant to the scope of the project
9. Other technical appendices, if any
10. 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