

**FOR CONDUCTING A FEASIBILITY STUDY
FOR SOS CHILDREN'S VILLAGES in SOMALILAND
FOR THE PROJECT "Dhalin-Kaab: Youth Empowerment"**

Date: August 2026

A. Study background

1 Context

SOS-Kinderdörfer weltweit Hermann-Gmeiner Fonds Deutschland (CVW) and SOS Children's Villages in Somaliland (SOS SX) agreed upon the development of a joint application to the German Federal Ministry for economic cooperation and development (BMZ) for public funding of a project **aimed at improving the well-being, protection, resilience, and socio-economic inclusion of vulnerable youth in Somaliland, particularly young people with care experience and youth living in IDP settings.**

According to the [BMZ funding guidelines](#), local implementing organizations that are part of an international NGO network (such as SOS Somaliland) should not act as exclusive implementing partners of the German NGO (CVW). This means that, in addition to the planned cooperation with SOS Somaliland the project should involve an additional local organisation thereby establishing an equal partnership.

The proposed project target groups are young people with care experience and youth living in IDP settings in Somaliland, with particular attention to highly vulnerable young people facing psychosocial, protection, social, and economic vulnerabilities. The project will also engage local authorities, local and national NGOs (LNGOs), and community structures as key actors in strengthening protection systems, referral pathways, and the sustainability of youth support services.

The project responds to a context in which vulnerable youth face multiple and interconnected barriers to their well-being, protection, and socio-economic inclusion, including limited access to appropriate MHPSS services, exposure to GBV and harmful practices such as FGM, harmful social norms, and limited access to life skills, employability, TVET, mentorship, and socio-economic opportunities. These challenges are particularly significant for young people with care experience and those living in IDP settings.

1. Rationale

The project final participants are 1,220 vulnerable youth (50% female) with care experience and youth living in IDP settings in Somaliland, as principal beneficiaries. Of these, 300 highly vulnerable youth will receive tailored Mental Health and Psychosocial Support (MHPSS) services to strengthen emotional resilience, coping skills, and overall psychosocial well-being. In addition, 840 youth will benefit from life skills, employability skills, TVET skills, and mentorship opportunities aimed at strengthening their pathways towards socio-economic inclusion, employment, entrepreneurship, and greater self-reliance.

The project will also address protection risks affecting vulnerable youth, including GBV and FGM, through prevention, awareness-raising, community engagement, and referral support for survivors. Community engagement activities will seek to challenge harmful social norms and promote positive attitudes towards

youth rights, protection, participation, and inclusion.

In addition, 80 members of local authorities, LNGOs, and community structures will be engaged as secondary/indirect beneficiaries and key stakeholders. Their involvement will contribute to strengthening local capacities, referral mechanisms, coordination, and the sustainability of services available to vulnerable youth.

The proposed project by SOS CV Somaliland and CVW to be presented to BMZ for funding aims at improving the well-being, protection, resilience, and socio-economic inclusion of vulnerable youth in Somaliland through a holistic, protection-centred approach. The intervention seeks to strengthen young people's psychosocial resilience and coping capacities, reduce their exposure to protection risks, increase their access to life skills, employability and TVET opportunities, and strengthen the systems and community structures that support their transition towards greater social and economic empowerment.

The feasibility study will therefore assess the relevance, feasibility, sustainability, partnership arrangements, institutional capacities, and potential added value of the proposed intervention, as well as the extent to which the proposed approach responds to existing service gaps and priorities within the current humanitarian and development landscape in Somaliland.

B. Study objectives

The overall objective of the study is to assess the feasibility, relevance, coherence, sustainability, and potential effectiveness of the proposed project for improving the well-being, protection, resilience, and socio-economic inclusion of 1,220 vulnerable youth with care experience and youth living in IDP settings in Somaliland, and to provide evidence-based recommendations for the design, partnership arrangements, implementation modalities, and potential submission of the project to BMZ for funding.

The purpose of a feasibility study is to provide a sound basis for developing a project concept, by identifying project preconditions, opportunities and risks. This entails in particular an assessment of the feasibility of a 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.

A feasibility study is to be carried out in **Burao and Hargeisa locations** to provide SOS CV Somaliland 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 study will provide SOS CV Somaliland and CVW with sufficient information to justify acceptance, modification or rejection of the proposed intervention for further formulation.

Specific objectives

- Analyse the socio-economic situation of the target groups in Hargeisa and Burao, including collection and validation of relevant baseline data.
- Analyse the macro, meso and micro context affecting vulnerable youth, including youth unemployment, poverty, displacement/IDP conditions, protection risks, gender inequality, disability inclusion, psychosocial well-being and irregular migration drivers.
- Analyse gaps in current response and implementation gaps of current policy framework, standards, guidelines
- Analyse of the planned project and the target group concerning cross-cutting issues like gender, MHPSS (Mental Health and Psycho-Social Support), ecology, diversity, equity, and inclusion.
- Identify synergies with similar projects, interventions and initiatives on local, national or regional level
- Assess the proposal project and the possible interventions against DAC Criteria
- Conduct risks and risks mitigation analysis
- Carry out Child Safeguarding Risks in the target locations

C. Issues to be studied

The study will assess the following issues and provide information on and analysis of the relevance, feasibility, coherence, effectiveness, and sustainability and potential impact of the proposed project. The assessment will generate the evidence required to validate and, where necessary, refine the proposed project design, implementation arrangements, partnership model, resource requirements, and conditions for submission to BMZ.

a) The relevance

The study will assess the relevance of the project intervention to the needs, vulnerabilities, capacities, priorities, and aspirations of the target population, as well as its compliance and consistency with the overall national and regional development objectives specified in the laws/bylaws, policies, strategies, government programmes, and international commitments. It will also assess the compatibility, coherence, and complementarity of the proposed project with other relevant humanitarian and development interventions.

The consultant will study:

- The nature, number and type of (in)direct beneficiaries the proposed project potentially affects; incl. self-help efforts and coping mechanisms of the target group (if applicable).
- Relevant baseline information on the target population and key dimensions of the proposed intervention, including well-being, psychosocial resilience, protection, skills, employability, socio-economic inclusion, and access to services, where available.
- The extent to which the proposed project responds proposed project responds to the needs and priorities expressed by the relevant the target group, relevant stakeholders, and duty bearers
- The legislation covering target group problem situation (national and international standards/procedures, as well as a brief analysis of implementation/ enforcement) as well as

- existing national or local strategies to target problem situation
- 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 Government of Somaliland.
- All organisations and agencies affected by or involved in the proposed project (SHAQADOON and NAFIS Networks) and the intended improvement of the situation, incl. 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).
- Possibilities how to include cross cutting issues like MHPSS (Mental Health and Psycho-Social Support), ecology, gender, diversity, equity, and inclusion.
- Conduct an assessment about the needs in the field of mental health and available support structures.
- Identification of the best placed stakeholder as implementing partner (include stakeholder analysis).
- Interaction with other interventions 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, child safeguarding etc.) incl. mitigating measures to reduce the effect/likelihood of these risks.
- Information from previous studies and evaluations relevant to the proposed project

b) Crosscutting, protection, inclusion and safeguarding dimensions

The study will assess the extent to which the proposed project appropriately integrates cross-cutting issues and ensures a safe, inclusive, gender-responsive, and protection-centred approach.

The consultant will assess:

- The integration of gender equality and gender responsiveness, including the different roles, needs, vulnerabilities, barriers, and opportunities of girls, boys, young women, and young men.
- The specific needs and barriers faced by persons with disabilities and other potentially excluded or marginalized groups, and the extent to which the project is accessible and inclusive.
- The MHPSS needs of the target population and the availability, accessibility, quality, capacity, and sustainability of existing MHPSS support structures and referral pathways.
- The integration of GBV and FGM prevention, survivor-centred referral and response mechanisms, and measures to address harmful social norms.
- Child and youth safeguarding risks associated with the proposed project, including risks of abuse, exploitation, violence, inappropriate conduct, confidentiality breaches, unsafe referrals, and risks arising from interaction between staff, partners, communities, and vulnerable youth.
- Key factors driving youth migration and risks in project target locations.
- Youth participation and meaningful involvement of young people in project design, implementation, monitoring, feedback, and decision-making.
- The integration of diversity, equity and inclusion (DEI), conflict sensitivity, “do no harm,” and environmental sustainability/ecological considerations throughout the project cycle.
- The measures required to ensure that project services are safe, confidential, accessible, age-appropriate, gender-responsive, and adapted to the specific vulnerabilities of the target groups.

c) The **feasibility** of the proposed project consistent with the economic, social and institutional framework as well as political, environmental, and socio-cultural aspects. The consultant will prepare a recommendation for the project to be structured as follows:

- **Overall objective:** 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 objective:** 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 feasibility analysis will be carried out based on the **OECD DAC criteria Relevance, Coherence, Effectiveness, Efficiency, Impact, Sustainability**. The project purpose and results should be measurable by objectively verifiable indicators, and project activities should be quantified wherever possible. Furthermore, relevant baseline data for target indicators should be collected.

d) Institutional, partnership and implementation feasibility

The study will assess the institutional, technical, operational, organisational, and partnership capacity required to deliver the proposed results effectively.

The consultant will assess:

- The capacities of SOS Children's Villages Somaliland and potential additional local implementing partners (**SHAQADOON and NAFIS NETWORK**), including technical expertise, human resources, programme management, financial management, procurement, safeguarding, M&E, and partnership management.
- The feasibility and added value of the proposed equal partnership arrangement between the relevant organisations, including clear roles and responsibilities.
- The capacity-strengthening requirements of implementing partners and other key stakeholders.
- The institutional arrangements required for effective implementation, coordination, accountability, safeguarding, monitoring, and decision-making.

e) Synergies, coherence and complementarity

The study will identify and assess synergies with similar projects, interventions, programmes, and initiatives at local and national levels, including interventions implemented by government, NGOs, UN agencies, donors, community organisations, and private-sector actors.

The consultant will assess:

- Existing and planned interventions addressing youth development, protection, MHPSS, GBV/FGM, TVET, employability, Migration, livelihoods, and socio-economic inclusion.
- Potential areas of complementarity, collaboration, referral, resource sharing, and joint implementation.
- Potential risks of duplication, fragmentation, or competition with existing interventions.
- Opportunities to build on existing systems, services, partnerships, infrastructure, and capacities rather than creating parallel mechanisms.
- Lessons and good practices from comparable interventions that could strengthen the proposed project design.

f) Sustainability

The study will assess the key sustainability factors: ownership by beneficiaries, policy support, potential for adoption by government bodies, economic and financial factors, socio-cultural aspects, gender, MHPSS, DEI, appropriate technology, environmental aspects, and institutional and management capacity. This assessment will include the risks and resources that may affect successful implementation.

g) A preliminary indication of an initial **cost estimation** and **possible time schedule**.

The feasibility study will develop a preliminary and evidence-based estimate of the resources and timeframe required to implement the proposed project, based on the scope, target population, geographical coverage, intervention components, and recommended implementation modalities emerging from the feasibility assessment.

The consultant will:

- Develop a preliminary costing approach based on the main intervention components and expected results, including MHPSS, protection and referral, GBV/FGM prevention, community engagement, Migration mitigations, life skills, TVET, employability, mentorship, and socio-economic inclusion.
- Identify and estimate the main cost drivers, including personnel, training and capacity strengthening, beneficiary support, service delivery, equipment and infrastructure, community engagement, partnerships, monitoring and evaluation, safeguarding, coordination, and operational/logistical costs.
- Use appropriate unit-cost assumptions and available local cost data, where possible, and clearly state the assumptions and calculation basis used for the preliminary estimates.
- Assess the cost implications of alternative implementation modalities, geographical coverage, beneficiary numbers, and delivery approaches where these have a significant bearing on project feasibility and value for money.
- Identify opportunities to leverage existing services, structures, partnerships, and resources in order to improve cost efficiency and avoid duplication of investments.
- Provide an indicative overall project cost range and high-level budget structure, rather than a detailed final project budget, with sufficient justification to inform subsequent proposal development and BMZ budgeting.

- Develop a realistic indicative implementation timeframe based on the proposed results, activities, geographical coverage, institutional capacities, partnership arrangements, and contextual conditions.
- Estimate the overall potential project duration and propose the sequencing of major implementation phases, including inception and start-up, partnership and capacity strengthening, baseline establishment, service delivery, monitoring and learning, and transition/sustainability activities.
- Identify critical dependencies and timing constraints that could affect implementation, including establishment of partnerships and referral mechanisms, recruitment and capacity strengthening, beneficiary mobilisation, procurement, and availability of relevant services.
- Present the key assumptions underlying both the cost estimates and proposed timeframe, highlighting elements requiring further validation during full project design.

H) 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:

- 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 to identify the preferred option;
- Preparation of the draft and final feasibility study report

D. Methods for gathering the necessary information

- A review of existing laws, policies, strategies, statistics and reports related to the situation of *target group* in Somaliland.
- Key-informant interviews, focus group discussions and/or questionnaires with national/local authorities, public institutions, municipalities, youth and employment structures, TVET providers, health/MHPSS actors, employers, financial institutions, CSOs and other organisations working with the target groups. Authorities and other stakeholders should state their expectations, potential modes of collaboration and opportunities for institutional or public support.
- Disaggregate Data by Gender: Collect and analyze data separately for different genders. This helps in understanding the impact of your project on different genders and identifying any disparities
- Use any other relevant data collection methods.

J) Reporting

The study's conclusions should be presented in the feasibility study report (min 25 pages, max. 30 pages) in the provided template, with the underlying analysis included in the appendices. The final report will be in English. The consultants shall include the timeline and work plan in their technical proposal, indicating methodology development, data collection and report submission.

L) Duration

The study is expected to be conducted over a period of 6 weeks from the date of contract signature.

M) Application procedures

Interested individual consultants or consulting firms are invited to submit the following documents:

1. Technical proposition

The technical proposal should briefly demonstrate the consultant's understanding of the assignment and proposed approach. Candidates should cover the following key areas:

- Understanding of the assignment which demonstrates a clear understanding of the project context, target groups, key challenges, feasibility questions, and expected purpose of the study.
- Technical and methodological approach – Present a clear RBM-oriented methodology for assessing needs, relevance, intervention feasibility, protection and inclusion, sustainability, risks, partnerships, and alignment with OECD-DAC and BMZ requirements.
- Data collection and analysis – Describe the proposed mixed-methods approach, including desk review, stakeholder consultations, youth engagement, KIIs/FGDs, service mapping, secondary data analysis, and triangulation of findings.
- Feasibility and costing approach – Explain how the consultant will assess technical, institutional, operational, financial, and contextual feasibility, including preliminary costing, resource requirements, implementation options, and indicative timeframe.
- Risk, safeguarding and ethics
- Describe measures for assessing and managing safeguarding, protection, GBV/FGM, MHPSS, confidentiality, gender, inclusion, environmental, and conflict-related risks, applying a do-no-harm approach.
- Stakeholder engagement and validation, presenting an approach for meaningful engagement of youth and key stakeholders and validation of findings and recommendations.
- Expected outputs and deliverables, clearly indicating the proposed deliverables, methodology outputs, feasibility findings, cost and timeframe assessment, and final recommendations.
- Work plan and time allocation that provides a realistic work plan showing key activities, milestones, deliverables, and estimated level of effort.
- Team composition and expertise – Present the proposed team, roles, qualifications, and relevant experience in feasibility studies, youth development, protection, MHPSS, TVET/employability, livelihoods, and comparable contexts.
- Added value – Highlight the specific expertise, innovative approaches, tools, or comparative experience that will strengthen the quality and practical usefulness of the

feasibility study.

2. Financial proposal

A detailed financial proposal indicating the consultancy fees and all applicable costs associated with completing the assignment.

Expertise required

Consultancy candidates should demonstrate:

- **Social Research & Feasibility:** Proven expertise in social research, feasibility/needs assessments, mixed-methods research, participatory approaches, and evidence-based recommendations, with a relevant background in social sciences, social work, psychology, social pedagogy, community development or law.
- **Youth Development & Protection:** Expertise in youth development, employability, TVET, entrepreneurship, livelihoods, transition to independence, child protection, safeguarding, GBV/FGM, MHPSS, gender, DEI and meaningful youth participation.
- **SOS Policies & Programme Context:** Strong knowledge of SOS programmes, standards and core policies, particularly child protection and safeguarding, with demonstrated ability to consult and involve SOS staff in understanding programmes, validating findings, conclusions and recommendations.
- **Context & Institutional Analysis:** Experience in fragile/humanitarian settings, labour-market and socio-economic analysis, institutional capacity, stakeholder/partnership mapping, referral systems and sustainability, preferably in Somaliland or comparable contexts.
- **RBM, Donors & Multidisciplinary Capacity:** Expertise in RBM, Theory of Change, M&E, OECD-DAC criteria and donor requirements, including BMZ, with capacity to mobilise a multidisciplinary team and translate evidence into practical, context-sensitive and feasible recommendations.

N) Assistance to the consultants by the contracting authority

The Contracting Authority (SOS Somaliland) will make available the following information and facilities to the consultants' staff:

- all relevant reports, documents, maps, data (e.g. national strategy/policy papers, background papers, literature references, documents from previous projects, methodological guidelines if applicable, structuring points)
- where available, office space, furniture, and access to computers and communication facilities;
- where available, the use of vehicles and drivers;
- counterpart staff.

O) 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. Feasibility study objectives
3. 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.)
4. Proposal how the project team will be involved in the study
5. Description of Product(s) (deliverables)
6. Time schedule of activities (a time schedule should be prepared for each element of the work plan and of the reporting requirements).
7. Composition of research team (for each expert proposed, a curriculum vitae, should be submitted along with the proposal.)
8. Financial proposal
9. Valid registration of the firms/consultants

To facilitate the submission of proposals, the submission, duly stamped and signed, can be done electronically in PDF format and sent to procurement@sos-somaliland.org. The above required documents must be received by the latest on **10th Sep 2026**.

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, a list of key words and explanatory notes is given to indicate the topics to be handled in that part of the report. It is essential, therefore, to use these guidelines to gain a full understanding of the reporting requirements.

2 Executive Summary

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

3 Background

Short description of the background of the study.

- What is the purpose of the study?
- Who are the users of the study?
- How and by who was the project idea developed?

4 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.

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

5.1 Situation in the sector/ region/ country

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

5.2 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?

5.3 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?

5.4 Needs analysis

- 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 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?

5.5 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?

5.6 Crosscutting issues

Which level of the cross cutting issues have been identified and which measures could be taken to strengthen them?

5.7 Obstacles and risks to project approach

What are the socio-cultural obstacles to the approach and how can they be overcome?

What other risks have been identified and how can they be addressed?

What are child safeguarding risks and how to mitigate them?

5.8 Alternative approaches

Are there any alternatives to the planned project or any of its components?

6 Local project implementing organisation(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?
- What potential equal partnerships can be identified between an implementing agency that is part of an international NGO network (e.g.: SOS Somaliland) with another independent local implementing organisation?

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

7.1 Target group

- 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?

7.2 Stakeholders

- 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?

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

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

- Does the planned project approach address a key development problem or constraint in the partner country or region?
- Is the approach of the planned project in line with the needs of the target groups?
- What specific changes are planned to be accomplished after completion of the project?
- To what extent is the proposed project coherent with the overall framework of national development objectives and development policies of relevant ministries of the Government of Somaliland

8.2 Effectiveness: What is the most suitable 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 achieving the project objective? What activities at meso and/or macro level (multi-level approach) should be planned to increase the project's sustainability?
- Will synergies with interventions supported by other donors or programmes be used?
- What additional measures does the study recommend for achieving the objectives?
- What intervention logic/ impact hypothesis should be used as a basis for the project? What could a meaningful impact matrix including suitable, meaningful indicators look like (please provide details in section "XXRecommendations" including indicators and baseline data)?
- Who checks the effects, when and at what intervals (impact monitoring)?

- What measures should the project adopt to avoid potential negative effects, e. g. conflicts (Do-No-Harm-approach)?

8.3 Efficiency: Can the objectives be economically achieved by 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 allocated time and resources? Will it be possible to achieve the desired impact, and will all that be possible in an economical and efficient manner (cost/ benefit ratio)? What is the basis for this assessment?

8.4 Significance/overarching developmental impact: To what extent will the project help achieve broader developmental impacts?

- What objectives and impacts derived from the problem/need analysis are to be achieved and for what target group?
- 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-, macro-level) in order to increase significance and effectiveness?
- To what extent have aspects of gender-sensitivity, inclusion of persons with disabilities, culture sensitivity and conflict-sensitivity and human rights been incorporated in the project objectives?

8.5 Sustainability: To what extent will the positive impact last after the project has been completed (without further external funding) ?

- 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 potentials institutions and procedures? Which measures and instruments are best suited to harness and strengthen local ownership and initiative, participation and capacity?
- What are the socio-cultural obstacles to the 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 (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 risks for those implementing the project, institutional and reputational risks, contextual risks) and how can they be minimised?

7.6. Coherence - How well does the intervention fit?

- How coherent are the planned activities with human rights principles (inclusion, participation), conventions and relevant standards/guidelines?
- 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?

9 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?

10 Assumptions and risks

10.1 Assumptions at different levels (activities, results, purpose levels)

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

10.2 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 taken into account.

11 Implementation

Please outline requirements for implementation of the proposed project intervention related to

11.1 Physical and non-physical means

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

11.2 Time schedule

Expected project duration and phasing.

11.3 Cost estimate and financing plan

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

Technical appendices to the feasibility report

1. Map of the project area.
2. Data from the past three years in location (if available) (Table 1)
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