



Terms of Reference for a Project Feasibility Study¹

1. About ForAfrika To Thrive (ForAfrika)

ForAfrika is an African international humanitarian and development organization founded in 1984 in South Africa to save lives and foster community development among populations affected by war in different African countries. Our work began when ForAfrika's founders witnessed human tragedy and child hunger while on a mission to assist the needy during Mozambique's fourteen-year civil war. From then, they made a lifelong commitment to saving the lives of children, their families and communities affected by war across Africa. This is where our greatest unique advantage lies. We are rooted in Africa. We understand Africa with all its complexity, its potential and above all its opportunities because we are African. Today ForAfrika has an operational presence in 7 African countries serving Africa's most vulnerable through a wide range of programmes in Food Security & Livelihoods, Nutrition, Health, WASH, Economic Empowerment and Education. In doing so, we partner with communities to ensure they take a leading role in their own transformational development. Together, we work towards our vision: "For Africa to Thrive".

2. Purpose, objectives, and usage of the feasibility study

This document provides guidance in conducting the feasibility study prior to completion of the design of a project titled: *Enhancing the resilience of vulnerable population groups in Pibor County, South Sudan*. The aim of the feasibility study is to provide ForAfrika with a solid basis for finalising the project proposal by clarifying conditions, opportunities, and risks. This will increase the effectiveness of the anticipated project and help to avoid misdirected investments at this early stage.

The objective of the project is: Strengthening the resilience of vulnerable groups and improving access to essential services, livelihood security, and income diversification. The Results and Activities to be undertaken are:

1. Improving access to high-quality local health services, including trauma treatment, through stationary, mobile, and community-based care systems.
2. Increasing access to drinking water, hygiene, and sanitation facilities, and promoting best hygiene practices.
3. Enhancing income and food security through diversification and adapted practices in agriculture, beekeeping, and fishing.

The feasibility study will cover Pibor County in Jonglei State. This area has been prioritised because of the high level of vulnerability of the population. ForAfrika is looking for an expert individual, or firm, with technical, methodological, and practical expertise and a good knowledge of the identified local regions to conduct a project feasibility study.

3. *Study Approach and Methodology*

The Researcher should provide an **analysis of the problem situation and of the target group and stakeholders**, including a baseline study (e.g. as an attachment) and subject the planned project to a critical examination based on the OECD's DAC criteria, i.e.

- **relevance, effectiveness, efficiency, impact and sustainability** (see <http://www.oecd.org/dac/evaluation/49756382.pdf>).
- **Recommendations for the project concept** and project measures should be formulated on this basis.

The following structure is recommended for the study. The guiding questions are meant to indicate some of the key questions that must be answered by the study. The Researcher can prioritise those that are relevant for the focus of the study. However, these must not limit the Researcher's own interpretation of the requirements of the assignment of this nature as informed by his/her expertise.

3.1 What methodology will be used by the study?

The study will largely be qualitative, including but not limited to, secondary data review, focused group discussions and key informant interviews. South Sudan is a dynamic context, which requires innovation on the part of the Researcher to clearly understand the factors that drive vulnerability among populations. The study is thus also expected to employ out-of-the-box analysis and aggregation tools that can clearly identify key vulnerabilities and opportunities in the target counties. The Researcher will also engage ForAfrika's internal teams to identify **experiences** from similar projects, other studies, and analyses, etc., that could inform the design of the proposed project.

Which concrete recommendations for project design and implementation can the study give project partners?

The Researcher will make a critical inquiry into the conceptualisation of the proposed project, including the following areas:

3.1.1 The initial situation and problem analysis

- *What is the **(initial) situation** like in the sectors, the county and the country? What is the socioeconomic, political and cultural context?*
- *Which **problems** exist? What are the causes of these problems and how do they affect the living situation of which population groups?*
- *Which **needs can be** derived from the problem analysis? How was/is this determined?*
- *What is the **background to and history** of the planned development measure and its impact logic? Who came up with the project idea?*
- *Are there **alternatives** to the planned project or its individual components?*

3.1.2 The project partner in South Sudan (i.e. ForAfrika)

- *Which local organisations can be considered as potential **implementation partners** and why? Which **capacities** (institutional, technical, personnel and financial) do they offer?*
- *Which **measures are necessary for strengthening the organisation and capacity of the local partner**?*
- *Which **vested interest/ownership** do the local implementation partners have in the success of the project?*
- *What kind of **relationship do local partners have with the target group and stakeholders (legitimacy)**? Are there convergences of interest or conflicts of interest? How can interaction be improved?*

3.1.3 Target groups and stakeholder analysis

a) Target group

- Who makes up the **target group and what criteria exist for selecting this target group**? Are there perhaps several target groups that are affected in different ways?
- How **homogenous or heterogeneous** is the target group with regard to factors such as gender, ethnic origin, age, sexual orientation, language, capacity, etc., and to what extent must the project take this into account?
- What **needs** do target group members have and how can these be addressed?
- What **role** is played by the target group(s) in a **social context**? Which **conflicts of interest** with other population groups could arise through this funding?
- Which **potential** does the target group have, particularly with regard to its own initiative, self-help efforts and local problem-solving capacities? How can this be boosted?

b) Stakeholders

- Who are the most important **government and non-government stakeholders** in this sector? Who are the most important ones in the project location, in the planned project region and in the project country?
- Does the planned project tie in with the **government's development strategy**?
- What **interests** do the stakeholders have? Are any conflicts of interest evident? What **interactions** exist with other stakeholder projects? How do they find their way into the project concept?
- Do the stakeholders have a **common understanding** of the problems? Have they derived project objectives from this?
- How great is the **various stakeholders' support** for the project? In **what ways** can they **influence** the project and to what extent? Are there already agreements in place between stakeholders?

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

a) Relevance: Will the planned project take adequate measures?

Will the planned project approach address an important development problem or a key developmental bottleneck in the partner country or region?

- *Is the planned project geared towards the needs of the target groups?*
- *Which change is to be brought about by the project after it has come to an end?*

b) Effectiveness: Which project approach is best for achieving the objectives?

- *Are the **measures and the chosen methodological approach** suitable for achieving the **project objective**? Should **activities be planned at the meso and/or macro level (multilevel approach)** in order to increase sustainability?*
- *To what extent will use be made of **synergy effects** with measures undertaken by other donors or programmes?*
- *Which **measures** does the study recommend for achieving the objective?*
- *Which **impact logic/impact hypothesis** should the project be based on? What form could an effective **results matrix** take, including suitable and reliable indicators (submission of first rough draft with indicators and baseline data)?*
- *Who monitors the effects when and at which intervals (**effectiveness monitoring**)?*

c) **Efficiency:** Can the objectives be reached cost-effectively through the planned project?

- Which **financial, structural and personnel resources** are needed?
- Can the planned measures be implemented with the envisaged funds in the envisaged time period and can the desired effects be achieved **efficiently (cost-benefit), economically** and using as **few resources** as possible?

d) **Significance/overall development policy effects:** Does the planned project help overall development policy effects to be achieved?

- Which **objectives and effects derived** from the problem/needs analysis should be achieved for which target group?
- To what extent does the planned project **build structures, set examples and have a broad impact**? Is a **multilevel approach** (micro, meso and macro level) a good way to increase significance and effectiveness?
- To what extent does the objective take into account **inclusive, gender-, culture- and conflict-sensitive** aspects and those based on **human rights**?

e) **Sustainability:** Will the positive effects remain once the project has ended (without additional external funding)?

- How can the **sustainability** of the results and effects be ensured and strengthened (structurally, economically, socially and ecologically)?
- Which **role/responsibility** is assumed by state and/or civil society structures? To what extent can **local potential, structures and procedures** be built on? Which measures and instruments are most suitable for **harnessing and strengthening local initiative, participation and capacities**?
- Which **sociocultural barriers** exist with regard to this approach and how can these be overcome?
- Which **negative consequences and effects** could project measures or sub-objectives bring about? To what extent can this be taken into account in the project (concept) – e.g. “do no harm” approach, conflict-sensitive effectiveness monitoring, etc.?
- Which **risks** (personnel risks for those implementing the project, institutional and reputation risks, context risks) exist when implementing the project? How can these be minimised?

4. Outputs/Deliverables

The following deliverables will be expected from the commencement to the completion of the project:

- Inception Report including methodology, timelines, resources required
- Draft Report
- PowerPoint Presentation at Validation Workshop
- Final Report including bibliography

5. Criteria for tendering of the feasibility studies

- a) **Specification of expected performance, timeframe and costs:** The bidder should propose a listing and explanation of specific tasks/deliverables (including inception report, draft report, and final report), estimated duration for completing each task, actual dates of accomplishing

the tasks and proposed cost per day, in the format below. The final study report should be submitted by **15th October 2024**. and the report should be **no more than 15 pages**.

Task/Deliverable	Estimated No. of work days	Actual dates	Proposed cost
Submission of final report to ForAfrika		15 th October 2024	

- b) **Description of profile of the independent expert or firm:** The aspiring Researcher must have deep experience in the humanitarian sector, specifically in South Sudan. The researcher must demonstrate robust and diverse thematic expertise in the areas of livelihoods and resilience, health and nutrition; water, sanitation and hygiene (WASH), among others. The researcher should be competent in articulating the triple nexus – i.e. the interlinkages among the humanitarian, development and peace sectors. The professional qualifications, experience and previous similar assignments undertaken should be detailed.
 - c) **Preparatory and reference documents:** All relevant documents consulted must be properly referenced. These will include, among others, the following: National strategy/policy papers, background papers, literature references, documents from earlier projects, possibly method guidelines.
6. **Supervision of Consultant:** The Consultant will be supervised by the ForAfrika MEAL Specialist, while the overall business ownership and accountability rests with the Director of Programmes.

The closing date for submission of tenders is at **5:00 PM, 20th September-2024**. ForAfrika will not accept tenders delivered after that time.

ForAfrika will not be responsible for any costs or expenses incurred by you in connection with preparing and delivering your tender regardless of the outcome of the tender process.

If you need to seek more clarification or further information you can reach out to: jamss.logs@jamint.com cc: j.samuel@forAfrika.com

Applications should be submitted to: jamss.logs@jamint.com cc: j.samuel@forAfrika.com

¹ This TOR should be read in conjunction with the “Guide to conducting feasibility studies” attached.



guideline-for-conducting-feasibility-studies.

