

Feasibility Study
on the Chemen Lavi Miyò (CLM) Project
in the southeastern corner of Haiti's Central Plateau

Terms of reference

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I. Purpose

Fonkoze intends to submit to BMZ¹ a project proposal for co-financing of an ultra-poor graduation project (“Chemen Lavi Miyò” or “CLM”) in the southeast corner of Haiti's Central Plateau, in an area that includes parts of two mountainous communes that sit on the Haitian/Dominican border, Savanèt and Batis. The project objective is to improve the nutritional, health, educational and housing situation of 225 families living in extreme poverty.

Building on existing capacities, Fonkoze will support these families as they establish sustainable economic activities and are strengthened according to a holistic approach in the following areas: access to health care; safe housing; WASH; social, entrepreneurial and financial skills. Local structures are promoted that improve community development and the social and economic integration of the target groups in the long term.

Opportunity International Deutschland, who will manage the BMZ grant for its implementing partner Fonkoze, is looking for experts to assess the feasibility of this project. The purpose of the study is to determine the relevance, coherence, effectiveness, efficiency, impact and sustainability of this project. Furthermore, the study shall provide a sound basis for developing and perfecting the project concept, by identifying project prerequisites, opportunities, and risks. This enhances project effectiveness and helps avoid bad investment decisions from the start. Feasibility studies should be carried out by independent consultants who have the requisite technical, methodological, and practical expertise. They must also be well-familiar with the region in question.

Fonkoze has carried out similar projects before, even in this general region, so the task of this study will be less focused on general questions of its feasibility. Instead, it will focus on two of the project's specific measures: the unconditional cash transfers used as short-term consumption support and the emergency fund. The feasibility study will look at the role of these two measures within the program and will consider what alternatives there might be to achieving the same ends.

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

II. Timeframe and Budget

- Main Research activities: 18.12.2024 – 20.01.2024
- Draft report due on 02.02.2024
- Final report due on 16.02.2024

III. Contracting agencies

Opportunity International Deutschland (OID)
Bremsstr. 6
50969 Köln
Germany

and

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

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

IV. Short project description

Project :

Chemem Lavi Miyò (CLM) : ultra-poor graduation project in the southeastern Central Plateau.

Sector:

Social protection / social promotion

Project duration:

September 2025 to October 2027

Summary:

The project objective is to improve the nutritional, health, educational and housing situation of 225 families living in extreme poverty (approx. 1125 individuals) in the Centre Department, Haiti. These families are selected by program staff using a process designed to identify the poorest families in a community. They receive training in activities designed to build their income, then they receive the assets they need to launch those activities. They also receive weekly, individualized coaching for eighteen months along with additional supports designed to protect their health and improve their social integration.

In the same project region, a BMZ funded project (P5985) with the same approach was implemented from October 10, 2021, until December 31, 2023, involving 500 families. As part of this project, a feasibility study was conducted at the beginning of 2021. The new feasibility study will build on the findings of the previous study as well as the outcomes of the completed project and determine what adjustments are necessary.

Since 2007, Fonkoze has been offering its graduation program to families living in ultra-poverty. Over 10,000 families have successfully completed the program to date, and nearly 2,000 are involved currently.

Members of its program for families in ultra-poverty start with almost nothing. Many consume fewer than a single meal each day. Many have children whom they cannot afford to send to school. They have deplorable housing and lack reliable sources of income. By graduation, members have reliable income, dry and secure housing, are eating hot meals every day, and they send their children to school. They have a plan for the future and the confidence they need to succeed. At the end of the project, 96% of the households meet criteria designed to show that they have a good chance to sustain or build on the progress they've made, and long-term studies have shown that even five years after the end of the project, more than two-thirds of the participants maintain or even add to that progress. (See, for example, [here](#).)

With every new group that Fonkoze has shepherded through the program, it has learned new lessons and applied them by tweaking its work. Upon request, interested parties will receive access to reports and field visits about past and current CLM interventions in the Central Plateau and elsewhere in the country.

V. Criteria for the content of feasibility studies

- The focus, scope and depth of a feasibility study should be appropriate to the **complexity and volume of the project in question** and consider the **political, economic and cultural context**. The study should especially take into account **how the change in context since the last project (P5985) in the same region could impact the implementation of all activities** of the new project.

- The study should **analyze the situation, the resulting problem(s), and the target group and stakeholders**.
- In light of the challenges that arose during the project P5985, the study should **assess how these challenges can be addressed or mitigated in the new project to ensure that all project goals are achieved**.
- The study should present the **context on several levels** (micro, meso, and macro)
- As the planned project approach includes structure-building effects at meso-level, **data on existing structures** (institutions, networks, umbrella organizations, etc.) must also be collected.
- On this basis, an analysis of the approach to addressing the problems of the target groups and other actors critically examines and evaluates the planned project with regard to the OECD DAC criteria of **relevance, effectiveness, efficiency, impact and sustainability** (see <http://www.oecd.org/dac/evaluation/49756382.pdf>).
- **Concrete recommendations** for adjustments to the specific project concept including the **target system and measures** are to be formulated, taking into account the actors and stakeholders to be involved, proposals for fields of observation for measuring results and impacts as well as opportunities and risks.
- As part of an ex-post-evaluation of two completed BMZ projects with the same approach, **the impact of two key instruments of the project approach (weekly stipends and an emergency fund)** will be assessed. In the feasibility study, with a specific focus on the project region, alternatives or potential adjustments to these instruments should be explored.

VI. Study Report Structure

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

VII. Key questions for feasibility studies

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

1) Purpose, objectives and utilization of the study

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

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

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

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

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

The study will focus on the southeastern area of Haiti's Central Plateau.

Special attention needs to be directed towards economic activities in the area, especially livestock rearing and agriculture, as well as the presence of projects that address economic development and/or

social protection/promotion. The consultants will also need to assess the availability of primary health care services.

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

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

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

2) Methodology

- Which methods, instruments and resources are used for data collection and analysis? How will these approaches ensure inclusivity, particularly with regard to capturing perspectives related to gender and disability?

Which and how many actors with which backgrounds and interests are directly involved in the data collection process? If applicable does the data collection process include representatives from women's organizations and organizations of persons with disabilities, as well as other relevant stakeholders?

3) Context and problem analysis

- What is the (current) situation in the sector/region/country in question particularly concerning persons with disabilities and women? What does the socio-economic, political, and cultural context look like, and how does it affect this demographic in terms of rights, representation, access to resources, and sociocultural background?
- What specific challenges are faced by men and women with disabilities in the targeted context? Considering the near-total absence of state support for people with disabilities in this region, how do these challenges vary depending on individual circumstances and the specific context in which people live?
- Based on this context-sensitive analysis, what needs have been identified for men and women with disabilities and other impacted groups? How were these needs identified (or how will they be identified), and how do they account for the highly individualized barriers faced by people with disabilities?
- What is the background of the planned project and its impact logic, specifically in addressing the rights and needs of people with disabilities and women? How does the project take into account the diversity of disabilities and contexts, and what methods will be used to adapt to these differences?
- Are there feasible alternatives to the planned project or its components that could more effectively and flexibly address the highly varied needs of people with disabilities and women?

Note: The analysis should acknowledge the absence of systemic support for people with disabilities in the project area and explore how this reality influences the project's design and implementation. It should also assess whether the project allows for flexible, individualized approaches that respond to the unique needs and circumstances of each person.

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

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

5) Target group and stakeholder analysis

a) Target group

- What is the **target group** for the project? **What criteria are used in the selection of the target group?** Are there possibly several target groups affected in different ways by the identified problems?
- How **homogeneous or heterogeneous** is the target group in terms of gender, ethnicity, age, sexual orientation, language, capacity, etc., and how will the project need to respond to this?
- What are the specific needs of the target group, including those of women and persons with disabilities? How can these needs be effectively addressed? • What is the **role of the target group(s) in the broader social context?** What **conflicts of interest** could arise between the target group and other, non-target groups as a result of the support provided through the project?
- What is the target group's **potential** especially with regard to ownership/initiative, self-help activities and local problem-solving capacity? How can this potential be strengthened?
- Are there any past or current experiences with savings group initiatives in the project locations that may inform or support the project's approach?

b) Stakeholders

- Who are the main **governmental and non-governmental stakeholders** in the sector and beyond – at the project location, in the project region and the project country? This includes relevant women's organizations and organizations for and of persons with disabilities (including grassroots organizations) active in the sector and region.
- How does the planned project align with the government's social protection and promotion strategy, and what is the role of key civil society actors?
- What are the stakeholders' interests, including women's and disability organizations? Are there any visible conflicts of interest or interdependencies between the project and other interventions or projects supported by these stakeholders? How will this be factored into the project concept?
- Which relevant local actors and civil society structures on the ground are or could be involved in the project, and what established relationships or networks might facilitate collaboration?
- Is Fonkoze known in the target locations?
- To what extent do stakeholders, including women's and disability organizations, share a common understanding of the problem(s) and the project objectives derived from them?
- How strong is the support from various stakeholders for the project? How much influence could they exert on the project's success? Have stakeholders already entered into any agreements, and could they be methodologically engaged in the development of the feasibility study?

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

a) Relevance: Are the planned project activities appropriate for addressing the problem?

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

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

- Are the **measures and the chosen methodology suitable for reaching the project objective?** Should activities be planned at the meso and/or macro level (**multi-level approach**) in order to make the project more sustainable?
- Will use be made of **synergies** with interventions supported by other donors or programs?
- What **measures** does the study recommend with a view to achieving objectives?
- Are there specific alternatives to the emergency fund and weekly cash stipend that should be considered?
- What alternative approaches already exist in the region, and how effective have they been?

- *How can or should the project's methodology be structured to incorporate these regional experiences?*

- *What **impact logic/impact hypothesis** should the project be based on? What could a meaningful **logical framework** look like, including suitable, informative as well as gender-differentiated and inclusion-specific indicators (presentation of a first rough draft of indicators and baseline data)?*

- *Who will monitor impacts? When? At what intervals? (**Impact monitoring**)*

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

- *What **financial, institutional and human resources** will be needed? Are the planned expenditures being utilized economically, efficiently, and in accordance with local standards?*

- *Will it be possible to implement the planned measures within the time allocated for the project and based on the resources that are planned? Will it be possible to achieve the desired impacts, and will all that be possible in an **economical and efficient manner (in terms of cost-benefit ratio)**?*

d) Significance / overarching development impact: Will the project help achieve broader development impacts?

- *Which **objectives and impacts derived** from the problem/needs analysis are to be achieved, and for what target groups?*

- *To what extent will the project have a **structural impact**, to what extent can it serve as a model, and to what extent will it have a **broad-based impact**?*

- *Would it be advisable to pursue a **multi-level approach** (micro, meso and macro levels) in order to increase significance and effectiveness?*

- *To what extent have aspects relating to **gender sensitivity, inclusion of persons with disabilities, cultural sensitivity, conflict sensitivity and human rights** been incorporated in the project's objectives?*

e) Sustainability: Will the positive impact last after the project has been completed (without further external support)?

- *How can sustainability of results and impacts be ensured and reinforced (in institutional, economic, social and environmental terms)?*

- *What are the roles and responsibilities of governmental and/or civil society institutions? To what extent will the project be able to build on local potential, institutions and procedures? especially in relation to target groups such as savings groups and village development committees?*

- *What measures and instruments are best suited to harness and strengthen local ownership, initiative, participation, and capacity within these specific target groups?*

- *Which socio-cultural barriers may impede the planned approach, and how can they be overcome?*

- *What negative consequences and impacts might result from project implementation? To what extent will it be possible to consider and address these risks in the project/project concept (e.g., Do No Harm approach, conflict-sensitive impact monitoring, etc.)?*

- *What risks are involved in project implementation (personal risk for those implementing the project, institutional and reputational risk, contextual risk)? How can they be minimized?*

7. Recommendations:

- Based on the main findings on topics 1. to 5. and the evaluation according to the DAC criteria (section 6), what concrete proposals can be made for the concept of the project in the specific context?

- Which components are missing in the project concept, if any, in order to sustainably achieve the planned objectives

- Which planned components are not suitable for which reasons?

- Do the assumptions on effects and sustainability on which the project concept is based appear plausible and sustainable for the project concept; how would these have to be adapted if necessary?

- Which fields of observation are suitable for the development of qualitative and quantitative SMART indicators that reflect the changes for the target group? Which findings and baseline data from the study are recommended as a basis for incorporating them into the project logic (impact matrix)?
- Are there any alternatives to the emergency fund and/ or the weekly stipend? and how could they be implemented in the project?
- If applicable, provide specific recommendations for working with women and sensitizing/involving men in the project context.

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

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

IX. Outputs and Deliverables

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

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

X. Expert/ consultant (team) profile

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

- Minimum 4 years of relevant experience in social protection/social development research/quantitative and qualitative data analysis
- Demonstrated experience in gender and inclusion, with a strong understanding of related challenges and strategies in social protection and development contexts
- At least 2 similar assignments conducted in previous experiences
- Experience in conducting project evaluations according to DAC standard in the fields of social protection/social development
- Sound knowledge of Haitian social protection policy processes
- Participatory research approaches
- Qualitative methods like focus group discussions, semi-structured interviews, etc.
- Quantitative survey methods
- Capacity to collect needed data in the project area

Skills

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

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

XI. Proposal format and deadline

Interested parties are required to submit the following documents:

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

Interested parties should e-mail a letter of interest, a technical proposal, and a proposed budget to:

**Steven Werlin swerlin@fonkoze.org and
Itamar Carlberg icarlberg@oid.org**

Deadline for submissions is 9th of December 2024