



**TERMS of REFERENCE(ToR) FOR CONDUCTING A FEASIBILITY STUDY
FOR SOS CHILDREN'S VILLAGES IN THE GAMBIA
FOR THE BMZ PROJECT**

**Phase II of Sustainable Waste Management for the improvement of livelihoods among
young people and families within the vicinity of Bakoteh Dumpsite**

September 2022

A. Study background

Hermann-Gmeiner Fonds Deutschland (HGFD) and SOS Children's Villages in The Gambia (SOS CV The Gambia) 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. The focus will be on addressing waste and environmental pollution that causes child rights violations, poor health, poor infrastructures for flood mitigation, high crime rates (triggered by drug misuse, mental illnesses) and low skills among youth leading to low employability within the communities of Bakoteh, Manjai and Dippakunda. With project intervention, it is envisaged that there will be enhanced infrastructure in the dumpsite for sustainable waste management, investment in skill development, and, diversification of economic activities for families, that collectively contribute towards solving the problem of these communities and ultimately the waste menace in the Municipality.

The proposed project targets 50 families with 100 children and 200 young people. Project participants in the 50 families will be from the rubbish collectors working at the dumpsite regardless of their location. These families are the most vulnerable as they are exposed to the health and environmental risk at the dumpsite while fending for livelihoods. The families will be identified and selected through a participatory targeting approach, which is part of the SOS CV Gambia Gatekeeping Process. The process is supported by the community leaders, community representatives (Family Welfare Committees - FWCs) and BMZ Project Team.

For this proposed project to be economically viable, responsive to community needs and socially accepted, it is important that a feasibility study on its major components is carried out. This ToR is therefore intended to guide potential consultant (s) in gathering responses to study objectives related to the key components of the project. The findings from the study will substantiate the analysis and strengthen decisions made during the formulation of the project.

B. Study objectives

A feasibility study is to be carried out around the Bakoteh dumpsite which is within the SOS CV in The Gambia Bakoteh programme location to provide the project with a basis for decision making on type of intervention, services and activities that are feasible within the planned project, in the best interest of the target group. The purpose of the feasibility study is to provide a sound basis for elaborating the project concept, by identifying project preconditions,



opportunities and risks. This entails in particular an assessment of the feasibility of planned activities to address environmental pollution and degradation, low levels of infrastructural development, poor health among families in the community, and youth unemployment, in an effective and sustainable way. The feasibility study will ensure 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 SOS CV The Gambia and HGFD with sufficient information to justify acceptance, modification or rejection of the proposed intervention for further formulation. Therefore, the following objectives have been identified;

❖ **To assess the planned infrastructure components**

- Geotechnical survey to gather information about the physical characteristics of the ground where the proposed connection of the two access roads will be at the dumpsite. The survey should also ascertain the width of expansion for the access roads and specifications for capping the edges of the two access roads for durability and sustainability.
- Consider expansion of the green zone area to accommodate water points and attractive landscaping for the neighbouring communities whilst determining the value of the green zone and maintenance of the area by public in the long-term.
- Suitability of waste segregation activities as per the local situation of target communities based on recycling potential, operational costs, and determining a benchmark for waste management technology.
- Possibility of gaining substantial benefits from recycling biodegradable organic waste for compost and others such as aluminum, glass, rubber, metal and paper that produce an alternative source of energy when burnt. In addition, conduct the marketability of waste products from site for recycling into marketable products and supplies for the potential recycling plant.

❖ **To assess the planned capacity building and advocacy activities**

- Level of wide spread knowledge and understanding of child safeguarding issues related to full implementation of child protection actions in the targeted communities. Identification of the recurring challenges of safety and security for children and effective actions to be adopted.
- Need for first aid and fire warden expertise for reacting properly in an emergency situation and the impact of refresher trainings for community first responders.

❖ **To assess the planned family strengthening and youth empowerment component**

- Business viability and entrepreneurship study elaborating market sectors (laws, policies, actors and general market environment) within the targeted communities as a means of encouraging alternative sources of sustainable income. A integrated market research in the study will highlight the marketplace, necessary human and financial resources for success.



- Consideration of business start-up finance and digitalization to penetrate new and emerging markets for sustainable family business ventures.
- Technical and Vocational education/training(TVET) acceptance as a viable option of further education to enhance employment prospects of young people. Evaluation of the project in line with The Gambia TVET roadmap of 2020-24 encouraging and supporting more young people into this education stream.
- Consideration of Mental, sexual and reproductive health indicators relevant to young people in The Gambia affecting overall well-being of young people and their contribution to their respective communities.

Essentially, the study is expected to present an analysis of the socio-economic situation of the target group(s) in Bakoteh location (Communities of Manjai Kunda, Bakoteh and Dippa Kunda) including collection of relevant baseline data analysing the context at micro, meso and macro level for child rights violations, environmental pollution, degradation and wastage, youth unemployment, low family income and poverty.

An analysis of gaps in the current BMZ project phase I response and implementation against the current policy framework, standards, and guidelines is required to identify synergies with similar projects, interventions and initiatives at the local, national and regional level. Moreover, an assessment of the proposed project and possible interventions using the Organization for economic cooperation and development (OECD) criteria will be expected. These criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability will determine the worth of the project and identify any potential risk that can be mitigated.

C. Issues to be studied

The study will assess the following issues and provide information on the relevance, feasibility and sustainability of the proposed project.

- a) The **relevance** of the project intervention and its compliance and consistency with the overall national/regional development objectives specified in the laws/bylaws of The Government of The Gambia such as the National Development Plan 2022, Children's Act 2005, Women's Act 2010, Labour Act 2007 and government programs on these issues; and the compatibility and complementarity of this project with other relevant projects.

The consultant will study:

- The nature, number and type of direct and indirect beneficiaries the proposed project potentially affects; incl. self-help efforts and coping mechanisms of the target group
- Assessment on how the proposed project responds to the demands as expressed by the relevant stakeholders and the target group;
- The legislation covering waste management, child protection, youth training and employment, and family livelihood (national and international standards/procedures, as well as a brief analysis of implementation/ enforcement) as well as existing national or local strategies to target waste management, child protection, youth training and employment, and, family livelihood.



- 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 The Gambia.
- All organisations and agencies affected by or involved in the proposed project 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).
- 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, etc.) incl. mitigating measures to reduce the effect/likelihood of these risks.
- Information from previous studies and evaluations relevant to the proposed project (if any).

b) 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.
- Baseline Values table: recommendations on starting values for project indicators and sources of verification

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.

c) **Sustainability** of the project results after completion as determined by an assessment of the key sustainability factors: ownership by beneficiaries, policy support, potential for adoption by government bodies, economic and financial factors, socio-cultural aspects, child safeguarding, gender, appropriate technology, environmental aspects, and



institutional and management capacity.

- d) A preliminary indication of any **conditions**, an initial **cost estimation** and **possible time schedule**.

D. Workplan

On the basis of the proposed time schedule outlined in the Terms of Reference, the consultant(s) 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 (see Appendix, p.XX).

E. Methods for gathering the necessary information

- A review of existing laws, policies, strategies, statistics and reports;
- Interviews, focus group discussions and/or questionnaires with national/local authorities/institutions, public institutions, municipalities dealing with the target group, for example Kanifing Municipality, environmental NGOs (e.g. Greenup Gambia), waste-pickers, local recycling businesses. As an input to the study, authorities should state their expectations towards SOS Children's Villages The Gambia and outline potential modes of collaboration and public funding for a project. Interviews, focus groups, and/or questionnaires with representatives of major non-governmental organisations that are active in the field of e.g. recycling, awareness raising, etc.
- If possible, interviews or focus groups with description of children and families in the communities of Manjai and Bakoteh

F. Expertise required

The person(s) carrying out this study should have a thorough understanding of civil engineering and/or environmental, and/or social studies. The person should have proven competence and experience in conducting social research. A social science background, e.g. higher education in social work, psychology, social-pedagogy, community development, and law is of advantage.

Precondition for the involvement of an external expert is that he/she interviews key SOS programme staff for better understanding of SOS programmes and policies. If the study is carried out by an external expert, it is a must to ensure that the interests and approaches of the organisation are well represented. SOS staff has to be involved in working out the conclusions and developing recommendations. The person(s) carrying out this study must be well



acquainted with the core SOS policy documents, especially the ones related to child protection.

G. Reporting

The study's conclusions should be presented in the feasibility study report (min 25 pages, max. 30 pages) in the format specified below, with the underlying analysis included in the appendices. The final report will be in English. The timeline for e.g. methodology development, data collection and report submission is outlined in the below time schedule.

H. Time Schedule

Evaluation Phase	Tasks	Timeline/Deadline	Key Person(s)
1. Methodology and tool development	Agreement on the work plan	25 October 2022	SOS CV/ Consultants
	Developing first draft of tools	27 October 2022	Consultants
	Feedback on drafted tools	27 October 2022	SOS CV
	Providing revised draft of tools	28 October 2022	Consultants
2. Data collection	Fieldwork and data collection	From 31st October – 13 th November 2022	Consultants
3. Feasibility study report	Developing first draft of report in English	22 November 2022	Consultants
	Feedback on draft report	25 November 2022	SOS CV
	Delivering final draft of report (min. 25, max. 30 pages, excluding annexes)	30 November 2022	Consultants
	Submitting final report	10 December 2022	Consultants

The consultants shall include the timetable in their offer, indicating whether and how they can adhere to or improve on it.

I. Assistance to the consultants by the contracting authority

The Contracting Authority (SOS Children's Villages in The Gambia) 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.

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

Applications should be based on these Terms of Reference and sent to SOS CV in The Gambia. Enclosed envelopes should be submitted to the National Office of SOS CV in The Gambia no later than 9th October 2022.



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.

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?
- How and by who was the project idea developed?

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 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?

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?

4.6 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?

4.7 Alternative approaches

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

5 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?

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

6.1 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?

6.2 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?

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

7.1 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 XXX

7.2 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)?

7.3 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 be implemented 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?

7.4 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?

7.5 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 proeject 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 cproject (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 (personall 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?

8 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?

9 Assumptions and risks

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

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

9.2 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.

10 Implementation

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

1. Physical and non-physical means

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

2. Time schedule

Expected project duration and phasing.

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. Baseline data table for identified indicators
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