

# Terms of Reference (TOR) for Feasibility Study

## 1. Introduction

WeWorld Onlus seeks an organization, firm, or individual capable of organizing and conducting an external Feasibility Study service for the BMZ co-funded project titled “Education for Youth Employment (EYE)”. This project will be implemented from March 2025 in partnership with ChildFund Deutschland and two local NGOs: Kampuchea Action for Promoting Education (KAPE), and Buddhism for Social Development Action (BSDA).

## 2. Background and Rationale

WeWorld Onlus has been working in Cambodia since 2009, in the sectors of human rights, migration, education and child protection. The action in Cambodia, carried out in collaboration with local partners, is organized around two main themes: support to primary education and child protection, to ensure basic access to education and reduce early school dropout for vulnerable children, and promotion of human rights, to prevent unsafe labour migration, protect labour rights of Cambodian migrants and reduce their vulnerability to exploitation and human trafficking.

WeWorld Onlus Cambodia is developing a project which, if approved, will be funded by the German Federal Ministry for Economic Cooperation and Development (BMZ).

The project title is “Education for Youth Employment in Cambodia”.

The objectives of the project, to the achievement of which the feasibility study should be written are:

**Overall objective:** To facilitate development of a capable, well-trained workforce that can make meaningful professional contributions to community growth in 3 target provinces (SDGs 8, 10, 17).

**Specific Objective:** To improve education and workforce readiness for 20,000 students in 30 primary and 8 lower secondary schools and 100 out-of-school youth in 3 Provinces by 2028.

The project has 3 outputs. **Output 1** aims to improve access to education and enhance retention rates by identifying out-of-school children, carrying on school mapping, conducting enrolment campaigns, and implementing an early warning system for at risk of drop-out students. **Output 2** aims to enhance teaching practices and school management systems for higher quality education. Initiatives include establishing modern libraries, integrating practical components and ICT skills into student curricula, providing methodology training for effective remedial support, strengthening school management, and promoting effective

communication between teachers and student councils. **Output 3** aims to empower students and young dropouts with the skills and resources necessary for a successful professional career. Key components include vocational life skills activities, establishment of social student companies, career counselling services, and vocational training. These efforts collectively contribute to building a competent and capable workforce.

The project will be implemented in Cambodia ((Kampong Chhnang, Tbong Khmum, Kampong Cham provinces) through two locally registered non-for-profit partner-organizations.

The objective of the consultancy is a comprehensive and formulated feasibility study document that WeWorld Onlus will submit to BMZ. The feasibility study is to provide the WeWorld Onlus with sound basis for developing a project concept, by identifying project prerequisites, opportunities, and risks. It involves an assessment of the feasibility and a systematic review of the extent to which the project's approach can plausibly achieve the planned changes under the existing framework conditions.

The study will be developed with the support of WeWorld Onlus management, technical and operational staff, as well as project and Consortium partners and taking into consideration information from assessments, experts and stakeholders, reflecting the needs of the local context.

### **3. Main Task and Responsibilities**

The consultant will be responsible for planning and implementing the feasibility study, he/she will receive the Project Concept Note at the beginning of the assignment. Relevant WeWorld Onlus and partner staff will be at the disposal of the Consultant to provide all necessary information.

In detail, the consultant will be responsible for:

- **Project Specific criteria for feasibility study**

The study should present the context of the planned project at all relevant levels (micro-, meso-, macro-) and incorporate essential, project-relevant data on the initial situation.

This foundation is used to develop an analysis evaluating the extent to which the proposed approach can contribute to solving the problem for the beneficiaries and other stakeholders.

Furthermore, recommendations for adjustments to the specific project concept, including impact matrix and project measures, should be formulated as concretely as possible. The stakeholders in-volved, opportunities and risks, as well as suggestions for the range and scope of monitoring on out-come and impact measurement, should be considered.

The consultant should analyze the reduction of available opportunities and resources for the project, explore the potential for integrating social

entrepreneurship or student-run businesses in Cambodia, and identify gaps and needs in schools beyond the current project targets to develop comprehensive and scalable solutions.

Conduct a desk review of all topics relevant by analyzing available studies and assessments, identify information gaps, and conducting additional interviews and research with relevant stakeholders

Collection of baseline data and assessment of the baseline situation

Propose and work according to a proposed working methodology after briefing with the consortium members, including tools for data collection

Conduct participatory consultations with relevant stakeholders as identified by Consortium members

In collaboration with Consortium members, conduct interviews with stakeholders

Develop the feasibility study and other stakeholders examines and critically evaluates the planned project and critically evaluates the planned project with regard to the BMZ criteria of relevance, effectiveness, efficiency, impact and sustainability.

Elaborate concrete recommendations for adjustments of the specific project concept including target system and measures are to be formulated, taking into account the stakeholders to be involved, proposals for monitoring fields of outcome and impact measurement as well as opportunities and risks.

The methodological design of the feasibility study will be proposed by the consultant and must include a combination of quantitative and qualitative research methods such as literature review, data collection and analysis, semi-structured interviews, and on-line workshops. The study methodology will also deal with concerned actors with which backgrounds and interests have direct involvement in the context of information collection. The choice of method must take into account the needs and capacities of the different target groups and stakeholders.

#### **4. Expected Deliverables**

The consultant is expected to submit an outline of the study, including a table of contents, following the field trip and prior to commencing work on the draft report. This will provide a structured framework for the analysis and ensure that all relevant aspects are covered in the final report.

The draft report (max. 30 pages), based on tasks as mentioned in this ToR

The final report (max. 30 pages), based on tasks as mentioned in the ToR, no later than one week after reception of comments on the draft report.

#### **5. Timeline**

The consultancy period tentatively will be between **September and October 2024**, starting from the agreement contract sign-off date and ending when the

final feasibility study report has been formally approved by WeWorld Onlus and BMZ.

## 6. Expertise Profile

Qualification and experience required

- Higher level degree in a field related to development, economics or similar
- Proven extensive knowledge in education, youth, employment creation and strengthening related good governance structures, local economic development, unsafe migration
- Demonstrable experience (at least 5 years) in feasibility study/research/evaluation of complex programs related to sectors.
- Successful record in conducting research in the above-mentioned sectors, and the ability to identify risks, assumptions, bottlenecks, and realistically estimate budget and resources
- Good understanding of South East Asia and Cambodian context required
- **Skills and competencies**
- Demonstrable analytical and research skills, review and synthesis of data and information
- Ability to conduct high quality research, meet deadlines and respond to requests and feedback provided timely and appropriately.
- Excellent track record in designing and conducting quantitative and qualitative research, analysis and evaluation.
- Experience in undertaking feasibility study/research with most vulnerable communities.
- Ability to integrate experiences, methodologies and approaches from a diverse range of stakeholders, organizations, and technical experts from multiple sectors
- Excellent oral and written English skills.
- Excellent and demonstrated understanding of child protection, gender and cultural diversity issues in research and project design.

## 7. How to apply

The deadline for submitting the following requested documentation is **Wednesday 14 August 2024 within 3:00 pm.**

The Offer must include:

- o Economic offer, including:

Total economic value

- o CV of the expert(s)/portfolio and presentation of the consultancy firm or

organisation

- o Methodology and work plan
- o Previous experiences samples

Annex I, II and III signed and stamped

**NB 1:** WeWorld is responsible solely for reimbursing expenses related to the two trips required for attendance at stakeholder meetings, in accordance with WeWorld Cambodia's mission guidelines.

The bidder must include in the **daily rate** also all additional expenses, including but not limited to translation, software, communication, and similar costs, related to the consultancy.

**NB 2:** The consultant must consider at least 5 nights / 6 days of field mission in the project areas.

For more information on technical aspects, please contact:

- o Andrea Cefis: andrea.cefis@weworld.it
- o In cc: Visal Pov: visal.pov@weworld.it

The bids must be submitted in sealed envelopes with the inscription "Final evaluation BMZ project" and sent to:

**WeWorld Cambodia**

#5A, Street 492, Sangkat Phsar Doem Thkov, Khan Chamkamorn, Phnom Penh.

Telephone number for delivery: +855 76 555 0348

Please note, the offers that are not sent within the deadline will not be considered eligible.

## Annex I - BID SUBMISSION FORM

### A. BIDDER INFORMATION

**Company name:**

.....  
**Any other trading  
names of the  
company:**

.....  
**Registered name the  
of company (if  
different):**

.....  
**Primary contact  
name:**

.....  
**Job title:**

.....  
**Phone:**

.....  
**Email:**

.....  
**Registered Address:**

.....  
**Business  
licence/Registration  
number:**

.....  
**Country of  
registration**

.....  
**Registration date:**

.....  
**Expiry date:**

.....  
**Legal status of  
company (eg.  
partnership, private  
limited company,  
etc.)**

### B. BIDDERS GENERAL DECLARATIONS

In response to your Invitation to Tender for the above Contract, we, the undersigned, hereby declare that:

1. We have examined and accepted in full the content of the Tender Dossier, including the annexes and its provisions, without reservation or restriction.
2. We offer our service, in accordance with the terms of the ITB and the conditions and time limits laid down, without reserve or restriction.

3. We have legal and regulatory capacity to pursue the professional activity needed for performing the contract as required in the Instructions to tenderers
4. This Tender is valid for a period of 60 days from the final date for submission of Tenders.
5. We agree to abide by the ethics clauses that we have no potential conflict of interests or any relation with other candidates or other parties in the Tender Procedure at the time of the submission of this application.
6. The tenderer, including all members of the group in case of consortium and including sub-contractors if applicable, complies with all the selection criteria for which a consolidated assessment will be made as provided in the tender documents
7. We agree to hold in trust and confidence any information or documents disclosed to it, discovered by it or prepared by it in the course of or as a result of its participation in the above-mentioned procurement procedure, and agree that it shall be used only for the purposes of this procedure
8. We note that the Contracting Authority is not bound to proceed with this invitation to Tender and that it reserves the right to award only part of the contract. It will incur no liability towards us should it do so.
9. Our company has the following nationality: .....

Date

.....  
Name of Bidders

.....  
Name of Representative

.....  
Signature

.....  
Company stamp (if any)

.....

## **Annex II: DECLARATION ON ETHICAL STANDARDS AND RIGHT OF ACCESS**

WWorld as a humanitarian organization expects its Bidders (Suppliers, Service providers and Contractors) to have high ethical standards as indicated in the following declaration.

I, the undersigned, Mr. /

Ms.....representative of the  
Company .....

declare to understand and to comply with the following rules governing the award of procurement contracts

### **1) General Principles**

For the duration of the contract the Bidders and his staff declare to:

- Comply with all laws and regulations in effect in the country or countries of business;
- Respect human rights - Exploitation of child labor and all kind of sexual violence and sexual exploitation and abuse in the frame of the work or not (inside and outside the working hours and the working place) must be prohibited in accordance with **WeWorld Policies**.
- Respect the basic social rights and working conditions
- Respect the environmental legislation
- Reject all the association of terrorism
- Not be involved in any activity linked to terrorism
- Avoid any relation with parties who support terrorism or who are linked to terrorist actions and funds
- Accept WW Policies and Procedures (available at <https://www.weworld.it/scopri-weworld/conti-chiari-e-garanzie/>)

### **2) Fraud and corruption**

The Contracting Authorities rejects any proposal put forward by tenderers or candidates, or, where applicable, terminate their contract, if it is determined that they have engaged in corrupt, fraudulent, collusive or coercive practices and they have involved in criminal organizations or any other illegal activity as specified in the **WeWorld [Antifraud & Anticorruption Policy](https://www.weworld.it/scopri-weworld/conti-chiari-e-garanzie/)** (available at <https://www.weworld.it/scopri-weworld/conti-chiari-e-garanzie/>)

- Corrupt practice is defined as is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to introduce improperly the activities of the contracting Authority

- Fraudulent practice is any act of omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, the Contracting Authority to obtain a financial or other benefit or to avoid an obligation
- Collusive practice is an undisclosed arrangement between two or more tenderers or candidates designed to artificially alter the results of the tender procedure to obtain a financial or other benefit
- Coercive practice is impairing or harming, or threatening to impair or harm, directly or indirectly, any participant in the tender process to influence improperly its activities

The Contracting Authority strictly applies the transparency principle and rejects any conflict of interest. A conflict of interest exists where the impartial and objective exercise of the Contracting Authority is compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other direct or indirect personal interest.

- This may also result from the involvement of technical assistance when the Contracting Authority uses a technical assistance contract to help drafting the tender specifications of a subsequent procurement procedure. In this case the Bidders can be rejected from the procedure when the Bidders, its staff or sub contractors, such as expert(s), were involved in the preparation of procurement documents and this entails a distortion of competition that cannot be remedied otherwise.
- The Bidders has a professional conflicting interest that negatively affects its capacity to perform a contract. Such a situation arises where an operator could be awarded a contract to evaluate a project in which it has participated or to audit accounts that it has previously certified, and therefore is treated at the selection stage. If the operator is in such a situation, the corresponding tender is rejected.

For the duration of the contract the Bidders and his staff declare to not be in any of the follow situation:

- Bankruptcy
- Involved in any form of corruption
- Judgement for non professional conduct
- Guilt of professional misconduct
- Non fulfilment of obligations relating to the payment of social security contributions and/or of taxes
- Judgement for fraud, corruption, involvement in criminal organisations or any other illegal activity
- Failure to comply with the contractual obligations of previous contracts financed by the Budget of the Donor

The Bidders confirms that:

- Where any potential conflict of interest exists between the Bidders or any of the Bidders's staff members with any WW staff member, the Bidders shall notify WW in writing of the potential conflict. WW shall then determine whether action is required. A conflict of interest can be due to a relationship with a staff member such as close family etc.
- The Bidders will immediately notify senior WW management if exposed for alleged corruption by representatives of WW.
- The Bidders shall be registered with the relevant government authority with regard to taxation.
- The Bidders shall pay taxes according to all applicable national laws and regulations.
- The Bidders warrants that it is not involved in the production or sale of any weapons including anti-personnel mines.

### **3) Conditions of employees**

The Bidders confirms that:

- No workers are forced, bonded or involuntary prison workers.
- Workers shall not be required to lodge "deposits" or identity papers with their employer and shall be free to leave their employer after reasonable notice.
- Workers, without distinction, shall have the right to join or form trade unions of their own choosing and to bargain collectively.
- There shall be no discrimination at the work place based on ethnic background, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation.
- Measures shall be established to protect workers from sexually intrusive, threatening, insulting or exploitative behaviour, and from discrimination or termination of employment on unjustifiable grounds, e.g. marriage, pregnancy, parenthood or HIV status.
- Physical abuse or punishment, or threats of physical abuse, sexual or other harassment and verbal abuse, as well as other forms of intimidation, shall be prohibited.
- Steps shall be taken to prevent accidents and injury to health arising out of, associated with, or occurring in, the course of work, by minimizing, so far as is reasonably practicable, the causes of hazards inherent in the working environment.

### **4) WeWorld Code of Ethics and Fraud Prevention Policy**

WeWorld, carrying out its activities and managing its own relationship, refers to the contents of its Code of Ethics and Fraud Prevention Policy. Violations of the

provisions contained in the Code of Ethics and Fraud Prevention Policy by the contractual parties, may lead, depending on the gravity of the violation, to terminate this contract and demand payment of damages. **(WeWorld Code of Ethics and Antifraud & Anticorruption Policy** available at <https://www.weworld.it/scopri-weworld/conti-chiari-e-garanzie/>)

## 5) Right of access and controls

- The Bidders shall provide any detailed information requested by the Contracting Authority, the European Commission, the European Anti-Fraud Office (OLAF) and the Court of Auditors, or by any other qualified outside body chosen by the Commission or by the Contracting Authority, for the purpose of checking that the activities implemented in the context of the present contract are being properly carried out. The Bidders therefore allows the Contracting Authority, the European Commission, the European Anti-Fraud Office (OLAF), and the Court of Auditors) to carry out the documentary and on-the-spot checks deemed necessary by the abovementioned authorities
- Data Protection: WeWorld commits itself to protect the personal data of its partners and Bidders. The Bidders shall have the right to access his/her personal data and to rectify any such data. Should the Bidders have any queries concerning the processing of his/her personal data, s/he shall address them to the contracting authority.
- Professional secrecy: the parties to the contract are bound to maintain professional secrecy for the entire duration of the contract and after its completion. All reports and documents drawn up or received by the Bidders during the performance of the contract are confidential.

## 6) Environmental Conditions

For the duration of the contract the Bidders and his staff declare to respect the principles established in the **WeWorld Environmental Safeguarding Policy** (available at <https://www.weworld.it/scopri-weworld/conti-chiari-e-garanzie/>)

- The Bidders shall consider local, regional, global environmental aspects and national and international environmental legislation and regulations shall be respected
- The production and the extraction of raw materials for production shall not contribute to the destruction of the resources and the Bidders shall take into consideration the environmental measures throughout the production and distribution chain.
- Hazardous chemicals and other substances shall be carefully managed in accordance with documented safety procedures.
- Environmental measures shall be taken into consideration throughout the production and distribution chain ranging from the production of raw material to

the consumer sale. Local, regional and global environmental aspects shall be considered. The local environment at the production site shall not be exploited or degraded by pollution.

We, the undersigned verify that we are in compliance with all applicable laws and regulations and meet the ethical standards as listed above, or positively agree to these ethical standards and are willing to implement necessary changes in the organisation.

Place and Date

Name of Bidders

Name of  
Representative

Signature

Company stamp

### Annex III: FINANCIAL IDENTIFICATION FORM

#### A. Account Holder

Name: .....

Address: .....

Town/City: .....

Post Code: .....

Email: .....

Telephone .....

#### B. Bank Details

Beneficiary name: .....

Beneficiary account no.: .....

Beneficiary Bank: .....

Bank branch: .....

SWIFT: .....

IBAN: .....

Bank address  
(Town/City, Post Code,  
Country) .....

#### **REMARKS:**

Place and Date .....

Name of Bidders .....

Name of Representative .....

Signature .....

Company stamp .....

### Annex IV: *STRUCTURE OF THE EVALUATION REPORT*

This model structure for evaluation reports provides guidance for evaluations of projects by private German executing agencies that are funded by the Federal Ministry for Economic Cooperation and Development (BMZ). Significant deviations must be justified. The OECD-DAC (Organization for Economic Co-operation and Development - Development Assistance Committee) quality standards for evaluations must be taken into account appropriately in evaluation reports: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> (various languages).

### **Table of contents**

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- o List of abbreviations

### **Summary**

- o Background
- o Key findings and conclusions
- o (Key) recommendations and, where applicable, overarching conclusions/lessons learned

### **1. Introduction**

#### 1.1. Subject of the evaluation

- o Brief description of the development measure

#### 1.2. Reason for and aim of the evaluation

- o Justification context of the evaluation
- o Aim of the evaluation
- o Key evaluation questions

#### 1.3. Evaluation mission

- o Period and procedure of the evaluation
- o Composition and independence of the evaluation team
- o Involvement of partners and target groups in the evaluation
- o External factors influencing the implementation of the evaluation and their consequences

### **2. Methodical approach**

#### 2.1. Evaluation methodology

- o Methodological approach and instruments
- o Measures to ensure the protection of the person involved

#### 2.2. Critical assessment

- o Suitability and limitations of the methodological approach

### **3. General conditions**

- o General conditions, problems and potential at the start of the development measure and important changes during its course
- o Presence and activities of other players
- o Risks to the success of the development measure

#### **4. Development of the performance of the project executing agency and its partners**

- o Personnel qualification
- o Other changes at the project executing agency and the implementing partners

#### **5. Developmental effectiveness**

##### 5.1. Relevance

- o Consistency of the objective with the needs of the target groups and with the objectives of the donor, funding recipient/project sponsor, the implementing partners and, if applicable, the country
- o Appropriateness of the fundamental development policy orientation and concept

##### 5.2. Effectiveness

- o Quality of the planning of the development measure
- o Quality of the target system and indicators
- o Quality of the implementation of the development measure
- o Motivation, ownership and legitimacy of the project sponsor
- o Quality of the management of the development measure
- o Target achievement
- o Other (possibly also negative) effects at output level and direct effects

##### 5.3. Efficiency

- o Relationship between costs and benefits (minimum: detailed presentation of costs)

##### 5.4. Overarching developmental impact

- o Achievement of the overarching development policy goals
- o Model character, structure formation and broad impact
- o Other (possibly also negative) effects at the level of overarching effects

##### 5.5. Sustainability

- o Durability of the positive effects (after the end of the funding), also in view of the development of the environment
- o Risks and potentials for sustainable effectiveness at organizational and target group level

##### 5.6. Coherence

- o Consistency between implemented measures
- o Harmonization for more effective results

##### 6. Cross-cutting issues

- o Cross-cutting issues in development policy
- o Contribution to the organizational goals of the grant recipient, if applicable

#### **Conclusions and recommendations**

##### 6.1. Conclusions

##### 6.2. Recommendations

6.3. (if applicable, "Overarching conclusions/lessons learned")

**Attachments**

- o Terms of Reference
- o Composition and independence of the evaluation team
- o Evaluation matrix
- o Evaluation process and timetable
- o List of interviewees/participants
- o Source reference
- o Questionnaires and other data/information collection tools
- o Minutes of the final meeting on site
- o Target system and indicators of the development measure
- o Other as required