Terms of Reference for the Feasibility Study
“Skills Development and Employment Promotion among Youth in Rwanda” (SDEPAY-RWANDA)

1. Introduction of Plan International

Founded 80 years ago, Plan International is one of the oldest and largest children’s centred development and humanitarian organizations in the world. We work in 50 developing countries across Africa, Asia and the Americas to promote child rights and lift millions of children out of poverty particularly those who are excluded or marginalized with high quality programs that deliver long lasting benefits by increasing its income, working in partnership with others and operating effectively. Plan is independent, with no religious, political or governmental affiliations and is an equal opportunity employer.

Plan International purpose statement “We strive for a just world that advances children’s rights and equality for girls”.

We engage people and partners to:
• Empower children, young people and communities to make vital changes that tackle the root causes of discrimination against girls, exclusion and vulnerability.
• Drive change in practice and policy at local, national and global levels through our reach, experience and knowledge of the realities children face.
• Work with children and communities to prepare for and respond to crises and to overcome adversity.
• Support the safe and successful progression of children from birth to adulthood.

Plan International core values are:
• We strive for lasting impact
• We are open and accountable
• We work well together
• We are inclusive and empowering

2. Background of the planned project

A low level of vocational /entrepreneurship skills among Rwanda’s youth affect the labour market in Rwanda. Technical and vocational skills are central to job creation in Rwanda. There is also a need for matching the existing skills to the labour market needs and bringing the private sector together with required needs and investing more in supply and demands factors. Plan International Rwanda is developing a project which, if approved, will be funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) under the special initiative “Vocational Training and Employment” (Annex 1). The project title is “Skills Development and Employment Promotion among Youth in Rwanda” (SDEPAY-RWANDA). The project will contribute amongst others to the following global indicators:

1) Number of people newly employed in companies,
2) Number of people benefiting from improved incomes,
3) Number of people who are affected by a qualification or benefit from this training measure

The private sector is a major source of current employment, accounting for 92% of the jobs created. Plan's analysis in the build up to project design has shown that one major challenge for youth to enter the formal job market are gaps in terms of technical skills, knowledge, values and attitudes amongst the youth (15-30 years). As a result they are often unable to take advantage of employment opportunities in the formal sector.

The project will be implemented in Rwanda (Bugesera Gatsibo, Nyaruguru, Ngoma, Nyamasheke and Ngororero) through a locally registered non-for profit organization with a strong expertise in youth economic empowerment namely AKAZI KANOZE ACCESS.

3. Objectives and tasks

3.1. Objective of the feasibility study

The objective of the feasibility study is to provide Plan Rwanda with sufficient information to justify acceptance, modification or rejection of the anticipated project. Furthermore, the study will provide Plan with a well-founded basis for the further development of the project concept, in which the prerequisites, opportunities and risks have all been clarified. By going through this process, the effectiveness of the project will be increased, and unsuitable investments will be avoided at an early stage.

3.2. Tasks of the consultant

The consultant will be responsible for planning and implementing the feasibility study, including forming and leading of the feasibility study team. Close consultation with Plan at every step is required. The consultant will receive a draft log-frame and project design at the beginning of the assignment.

In detail, the consultant will be responsible for:

1. Developing detailed study design including a time line covering phases and processes of implementation, research techniques, sample and methods used in each phase. The research design needs to be approved by Plan.

2. Elaboration of a detailed sector analysis, including but not limited to:
   2.1. Current situation in the sector
   2.2. The potential of the sector to absorb young male and female employees
   2.3. Activities of other donors / implementing organizations with view to possible synergies
   2.4. National priorities for the sector
   2.5. Appreciation of the necessity of the project in the light of the analysis

3. Elaboration of a detailed socio-economic target group analysis, including but not limited to:
   3.1. Number of beneficiaries
   3.2. Type of beneficiaries (occupation, sex, age, social and economic rank, etc.)
   3.3. Interrelations between the stakeholders
4. Elaboration of a detailed **institutional analysis**, including but not limited to:
   4.1. Stakeholder Map
   4.2. SWOT for each stakeholder
   4.3. Recommendations for the institutional set-up

5. Elaboration of a detailed **risk analysis**, including political, socio-economic, logistical and environmental risks as well as mitigating actions that lie within the scope of the project.

6. Review of the **Logframe**, including indicators for project overall objective (impact), project objective (outcome) and specific objectives (output) as well as assumptions.

7. Collection of baseline data and assessment of the baseline situation

   Guiding questions:
   • What is the (baseline) situation in the region, the country? What is the socio-economic, political and cultural context?
   • What problems have been identified? What are the causes for these and what impact are they having on the living circumstances of the population and on which sections of the population in particular?
   • What need has been derived from the analysis of problems? How has this been/is this being determined?
   • What is the background and the previous history of the planned development measure and the rationale for the desired impact? Whose idea was the project?
   • Are there any alternatives to the planned project or to component parts of it?

8. Review of **staffing concept**, including:
   8.1. Number and profile of experts and support staff
   8.2. Number of man days / man months needed for each staff
   8.3. Recommendations for Capacity building measures necessary for Plan staff and local implementing partners

9. Review of **project budget** based on the work plan and staffing concept.

10. Verification of the feasibility of the planned project according to **OECD/DAC and BMZ criteria** and their respective guiding questions:

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Guiding questions, including but not limited to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance</td>
<td>• To what extent are the objectives and anticipated outcomes of the project valid in the light of national development priorities and Plan Rwanda priorities?</td>
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<tr>
<td></td>
<td>• To what extent does the proposed project intervention meet the demands of the target population and other concerned stakeholders?</td>
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<tr>
<td>Effectiveness</td>
<td>• To what extent are the objectives likely to be achieved given the existing framework conditions?</td>
</tr>
<tr>
<td></td>
<td>• What are the major factors influencing the achievement or non-achievement of the objectives?</td>
</tr>
</tbody>
</table>
| Efficiency                                      | • Can the project goals be achieved with the available resources?  
|                                               | • Are the investments justified compared to the targeted effects?  
|                                               | • Which possible alternative ways are there for implementing the project?  
|                                               | • Are the project’s outputs likely to be used by the target group?  |
| Impact and scalability                        | • How many people are likely to be directly and indirectly affected?  
|                                               | • Which are the potential personal and / or institutional impacts resulting from the capacity development measures?  
|                                               | • Which are likely positive and negative, intended or unintended, political, socio-economic and environmental effects?  
|                                               | • What change in behaviours or attitudes can be expected?  
|                                               | • What is likely to happen as a result of the project higher (political) level? (Overall goal, impact and vision)?  
|                                               | • To what extend is a scaling-up of the project as a whole or of certain project components likely?  |
| Sustainability                                | • To what extent can technical, financial, social and ecological sustainability be assured after the funding period?  
|                                               |   o Linked to technical sustainability: Will the target group be able to continuously capitalize the project? Can the activities be integrated into an existing system?  
|                                               |   o Linked to financial sustainability: Is the project likely to attract further funding? Is the project likely to be economically self-sustaining?  
|                                               |   o Linked to social sustainability: Which possible social changes can positively or negatively influence the project’s sustainability?  
|                                               |   o Linked to ecological sustainability: Which possible ecological changes can positively or negatively influence the project’s sustainability?  
|                                               | • What are the major factors influencing the achievement or non-achievement of sustainability of the project?  |
| Coherence & coordination                     | • To which extend is the project complementary to similar projects in the area?  
|                                               | • To what extend can the interventions be coordinated with other donor/funding sources?  |
| Equality and non-discrimination              | • Is the project adequately addressing identified gender-based and other social discriminations?  
|                                               | • Are girls and boys from most vulnerable groups being effectively reached by intended project interventions?  |
| Innovation                                   | • What specific innovations is the project introducing in addressing skills development and employment issues among youth in the target areas?  |
| Accountability and learning                  | • Is there a mechanism for sharing project information and results to and for receiving feedback from all stakeholders?  
|                                               | • Are the roles and responsibilities of stakeholders clearly defined in all project interventions?  
|                                               | • What mechanisms are there for learning and how effective are they?  
|                                               | • How effectively are lessons learnt and best practices shared among stakeholders?  |

### 3.3. Methodology

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, focus groups discussions, key informant interviews and workshops.
The choice of method must take into account the needs and capacities of the different target groups and stakeholders (children, youth, women, TVET agencies, companies, staff of Plan International Rwanda and local partners, local and district government representatives, etc.).

4. Intended users of the feasibility study

The feasibility study will be used by Plan Rwanda and other relevant Plan International staff as well as designated implementing partners.

5. Geographical scope

The feasibility study is to be undertaken for a programme that will be implemented in Rwanda (Bugesera Gatsibo, Nyaruguru Ngoma, Nyamasheke and Ngororero).

6. Deliverables

- Inception report having detailed study design data collection tools.
- Draft report (max. 25 pages), based on tasks 2-10 as mentioned above, to be submitted to Plan before the workshop discussing the draft
- Final report (max. 25 pages), based on tasks 2-10 as mentioned above, no later than one week after reception of comments on the draft report

7. Timeline

The consultancy period **01.02.2020-13.03.2020**, starting from the agreement contract sign-off date and ending when the final feasibility study report has been formally approved by Plan International Rwanda and Germany.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
<th>Week 4</th>
<th>Week 5</th>
<th>Week 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kick off with Plan Rwanda and Plan Germany</td>
<td>X</td>
<td></td>
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<tr>
<td>Field work of the consultant</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Submission of first draft to Plan Rwanda and Plan Germany</td>
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<td>X</td>
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<tr>
<td>Report revision by consultant</td>
<td>X</td>
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<tr>
<td>Submission of final report after incorporation of observations</td>
<td></td>
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<td>X</td>
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8. Qualification and experience required

The firm has to have an experience of more than five years related with the assignment.

The proposed team by the form for the assignment needs to have the following educational background and experience.

- MSc degree with demonstrable expertise (at least 10 years) in Economics, Agriculture, Social development especially in area of youth economic empowerment
• At least BSc degree social studies and has wealth of experience in formal employment creation/soliciting. Demonstrable experience (at least 5 years) in research/evaluation of complex programs related to the sectors, research and analysis
• Experience working with vocational skill trainings and linking with private sector for employment
• Demonstrable experience in project management in a development cooperation context in Eastern Africa
• 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 research with most vulnerable communities
• Knowledge of Rwandan governance and cultural context;
• Knowledge of women’s and children’s rights: previous experience conducting research with youth, women and vulnerable groups will be considered an asset
• Excellent and demonstrated understanding of child protection, gender and cultural diversity issues in research and project design.
• Excellent written and verbal communication and reporting skills in English

9. Budget

The expenses incurred by the recruited consultants for the conduct of the feasibility study will be covered by Plan International Rwanda.

The technical and financial offer shall be in different documents.

10. Permissions

The consultant is responsible for obtaining the necessary permissions to implement the data collection at the respective level.

11. Ethics and child protection

The consultant is obliged to respect the following ethical and child protection requirements:

• Fair and inclusive: The consultant should seek the views of various stakeholders: Children with and without disabilities, street children, youth, their families, CSOs, community, partners and government actors and be able to identify and address potential conflict of interest and unequal power relationships. Special efforts should be made to make the research process child-centred and sensitive to gender and inclusion.

• Conflict of interest: The consultant must demonstrate the necessary independence and declare any conflict of interest and potential biases, including bias towards any of the stakeholders, target groups, types of research methodologies or approach, social, political or religious prejudice.
**Based on rights and ethics:** The consultant must respect the rights and dignity of participants as well as comply with relevant ethical standards and Plan's Child Protection Policy and Code of Conduct. The research must ensure: appropriate, safe, non-discriminatory participation; a process of free and un-coerced consent and withdrawal and confidentiality and anonymity of participants. The informed consent of each person (including children) participating in data collection should be documented.

**12. Submission of proposals and criteria for evaluation**

The interested consultant / consultancy firm is invited to submit the following application documents:

- Proposal, not exceeding 6 pages, outlining how the consultant(s) meet the selection criteria and how they intend to implement the tasks 1-10 mentioned above
- A proposed workplan with time frame
- Financial proposal detailing consultant(s) itemized fees, data collection and administrative costs
- CVs of the consultant(s) who will undertake the study
- 3 references need to be provided

Criteria for the evaluation of the technical proposal:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience in Youth Economic Empowerment</td>
<td>20</td>
</tr>
<tr>
<td>Quality of the technical proposal including workplan</td>
<td>40</td>
</tr>
<tr>
<td>Qualification of the proposed experts</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Technical proposals must achieve at least 70 points in order for the respective financial proposals to be opened.

Evaluation of the financial proposal: Every financial proposal receives a number of points (F) over 100. The maximum, 100 points, will be attributed to the lowest financial offer. For the remaining financial offers, the calculation will be as follows:

\[ F = 100 \times \frac{P_{\text{min}}}{P} \]

*P: financial offer in question
*P_{\text{min}}: lowest financial offer

Establishment of the overall rank: \[ N = 0.7 \times T + 0.3 \times F \]

The contract will be awarded to the consultant / consultancy firm scoring the highest N.

Please submit all above documents via email only to: eoi-resa@plan.de

For further information, please contact: Lidia Mordel at eoi-resa@plan.de

**The deadline for proposal submission is 13.12.2019 EOB**
Annex 1: Special Initiative Vocational Training and Employment

1. Brief description "Training and Employment"

The special initiative "Vocational Training and Employment" of the Federal Ministry for Economic Cooperation and Development (BMZ) supports organizations in developing countries in the development of new labour and employment opportunities. To this end sustainable investments should be created, as well as employment opportunities through cooperation with the local economy. Special focus is on conception of new innovative approaches to increase decent work, in particular by means of qualification and vocational training measures. The main starting points are networking and planning of job partnerships between the German development cooperation, civil society and the private sector, and the promotion of regional business locations and industry-specific clusters in terms of ecological and social sustainability.

Projects should contribute to at least one of the following outcome indicators:

1. Number of people newly employed in companies,
2. Number of people benefiting from improved working conditions (e.g. labour and social standards),
3. Number of people benefiting from improved incomes,
4. Number of people who are affected by a qualification or benefit from this training measure.

Projects to promote the ecological and social sustainability of clusters (economic sectors, industrial parks, etc.) and companies are also relevant.