

CONDUCTING A FEASIBILITY STUDY

CARE Deutschland e.V., within the development of a project proposal, is seeking to contract an external consultancy (individual consultant, consultant team, or consultancy company registered and allowed to work in Libya) to undertake a Feasibility Study (F/S) for the proposed project. The study will provide sufficient information and data on the viability, risks, and opportunities for successful implementation of the planned interventions.

I. About CARE Deutschland e.V.

Within the global CARE International confederation (CI), CARE Deutschland e.V. has been founded in 1980 as the third global CARE member, working closely with a network of other CARE entities and partner organizations. CARE Germany is committed to creating lasting change. Empowering women and girls in their communities, engaging men and boys and advocating for change in society and governance are what lies at the heart of CARE's mission. Our development projects are based on over 75 years of experience and continue to evolve and adapt to local contexts. We strive for equality in all contexts and therefore also place a focus on socially excluded minorities and other marginalized populations. Our methodology encompasses the empowerment of individuals, both as changemakers in their community and to gain economic independence, the strengthening of civil society actors' capacity in the countries we work and advocacy on behalf of the communities' rights and needs.

II. Project Information

Years of political instability, insecurity, fragmented governance, and economic decline have weakened local institutions, damaged infrastructure, and reduced livelihood opportunities in urban Libya. These challenges have particularly affected young people, women, vulnerable households, artisans, and small business owners, while also contributing to psychosocial distress and reduced social participation. Storm Daniel in September 2023 intensified these existing vulnerabilities. The disaster caused extensive loss of life, displacement, and destruction of homes, businesses, public infrastructure, and cultural assets. An estimated 3,000 businesses were destroyed, resulting in widespread income loss and increased unemployment. The storm also demonstrated the city's high exposure to climate-related hazards and highlighted gaps in local preparedness, community-level adaptation planning, and the capacity of institutions and residents to manage future climate risks.

The proposed project focuses on building sustainable livelihoods and inclusive community resilience in Derna and surrounding areas of Libya through an integrated and community-driven approach. Using a Climate Vulnerability and Capacity Assessment, the project will identify climate risks, livelihood and cultural preservation opportunities and women-specific vulnerabilities to inform locally led action plans and awareness raising. It will establish safe spaces that provide support and

promote social inclusion and build the capacity of the local partner through ToT training to deliver vocational, business, and digital skills training linked to labor market needs. The project will support entrepreneurship through startup assistance and mentoring. In parallel, it will strengthen municipal capacities for heritage preservation and support community-led climate adaptation initiatives. Drawing on CARE's experience with Libyan communities, and considering the prevailing normative and socio-cultural context, all training packages will be adapted to the specific Libyan context in line with safety and security risk management and acceptance principles, as well as safeguarding and do-no-harm considerations.

III. Impact Population and Target Groups

The project will primarily support unemployed young people, women, particularly those facing heightened social and economic vulnerability and low-income households whose livelihoods and access to essential services have been affected by prolonged instability and Storm Daniel. It will also target disaster-affected populations, internally displaced persons, and refugees living in Derna and surrounding communities.

IV. Purpose and Objectives of the Feasibility Study

The primary purpose of this consultancy is to assess the feasibility of the project concept and provide a strong evidence base for its design and implementation. CARE will make available the draft project concept, Theory of Change/results framework (including the proposed project outcome), preliminary budget/resource assumptions, and other relevant planning documents, which should form central reference points for the assessment.

1. Feasibility Assessment

- Evaluate relevance, coherence, effectiveness, efficiency, impact, and sustainability of the project using OECD/DAC criteria.
- Assess alignment with target population needs, socio-economic context, and structural barriers.
- Analyze stakeholder capacities for project implementation and assess whether an additional technical or implementing partner is required.

2. Risk Identification and Mitigation

- Identify potential political, social, environmental, security, safeguarding, conflict-related, and operational risks.
- Review, validate and, if necessary, update the Do-No-Harm analysis for Derna, identifying any potential negative impacts of the proposed interventions that have not been anticipated.
- Recommend mitigation strategies to enhance project effectiveness and sustainability and ensure conflict-sensitive and Do-No-Harm implementation.

3. Actionable Recommendations

- Formulate clear, practical recommendations for refining the project design, including adjustments to the Theory of Change, objectives, outputs, and activities to ensure alignment with the identified needs and feasibility constraints.
- Provide recommendations on implementation and partnership arrangements.

4. Key Feasibility Questions

- Is the proposed project Outcome and causal logic, including key assumptions and the links between project components, plausible under the current context in Derna and surrounding areas?
- Which proposed components should be retained, modified, sequenced differently, scaled, or omitted based on evidence of needs, feasibility, risks, and likely effectiveness?
- Are the proposed target groups, targeting criteria, geographic focus, and participation mechanisms appropriate, inclusive, conflict-sensitive, and operationally feasible?
- Can the proposed interventions be delivered within the anticipated budget, staffing, timeframe, and institutional capacities, and are the planned resource allocations proportionate to the expected results?
- Do CARE and the local partner have the necessary capacities and ownership arrangements, and is an additional technical or implementing partner or other technical support required for any component?
- What are the critical assumptions and risks affecting feasibility or sustainability, and what changes to the Theory of Change, results framework, indicators, targeting, implementation arrangements, or risk mitigation measures are required?

V. Scope of Work

The consultancy will conduct a comprehensive feasibility appraisal covering:

- **Context Analysis:** Socio-economic, political, environmental, security, and cultural factors influencing project success. The analysis should distinguish relevant factors and baseline conditions at micro, meso, and macro levels.
- **Stakeholder Analysis:** Capacity, interests, and alignment of relevant stakeholders; mapping potential partners, risks, and conflicts of interest.
- **Community Needs Assessment** Review and validate the needs, priorities, coping strategies, existing capacities, and skills gaps identified by CARE Libya and the local partner, with particular attention to women, youth, IDPs, and vulnerable households. Where relevant, complement existing information through stakeholder consultations and other appropriate data collection, and assess whether the proposed project interventions are adequately aligned with the identified needs and priorities of the target groups.

- **Policy and Legal Assessment:** Review relevant laws, policies, and frameworks related to climate adaptation, livelihoods, cultural heritage, and community resilience.
- **Do-No-Harm and Risk Analysis:** Review and validate the Do-No-Harm and risk analysis prepared by CARE Libya and the local partner, including identified social, conflict, security, safeguarding, operational, environmental, climate, reputational, and partnership risks. Assess whether key risks, potential unintended negative effects, community dividers and connectors, and proposed mitigation measures have been adequately considered. Where relevant, identify gaps or additional risks based on the feasibility study findings and recommend adjustments to strengthen conflict-sensitive and Do-No-Harm implementation.
- **Partner Capacity Assessment:** Assess capacities and determine whether an additional technical or implementing partner is required. This should include the rationale for partner selection, ownership of the project concept, formalized roles and agreements, organizational strengths and resources, and priority capacity-development needs.
- **Lessons from Similar Initiatives:** Review relevant past and ongoing interventions identified by CARE Libya and the local partner and, where useful, comparable contexts. Assess key lessons, good practices, challenges, synergies, and potential risks of duplication, and determine their implications for the proposed project design and implementation approach.
- **Feasibility of Interventions:** Assess practicality, cost-effectiveness, sustainability, and expected outcomes of proposed interventions.
- **Recommendations for Project Design:** Provide actionable inputs for refining project components, partnership arrangements, scaling strategies, risk mitigation, and monitoring approaches.

VI. Methodology

The feasibility study should apply a mixed-methods approach combining desk research, field-based data collection, stakeholder consultation, participatory assessment, institutional capacity assessment, and risk analysis. The methodology should be conflict-sensitive, culturally appropriate, and adapted to the security and operational context of Derna and surrounding areas.

1. Desk Review

- Review existing reports, assessments, policies, strategies, and project documents related to climate vulnerability and adaptation, disaster recovery, livelihoods, employment, vocational training, entrepreneurship, social inclusion, and cultural heritage in Libya, with particular attention to Derna and eastern Libya.
- Review available information on the socio-economic and livelihood impacts of Storm Daniel, including impacts on households, businesses, artisans, employment opportunities, infrastructure, and cultural assets.

- Review relevant labor market information identified by CARE Libya and the local partner, validate the available findings, and assess their implications for employment trends, skills gaps, viable vocational and digital training opportunities, and potential sectors for entrepreneurship and small business recovery. Highlight any critical evidence gaps and, where necessary, complement the available information through targeted additional research or consultations to support the feasibility assessment and project design.
- Review relevant municipal and national policies, institutional frameworks, and plans related to climate adaptation, disaster risk reduction, economic recovery, cultural heritage preservation, and local development.
- Review organizational capacities, previous and ongoing interventions, implementation experience, partnerships, and capacity-strengthening needs relevant to the proposed project.
- Review the draft Theory of Change/results framework, preliminary budget and staffing assumptions, implementation timeframe, and other relevant project-planning documents, focusing on evidence gaps that need to be tested through the feasibility study.
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2. Field Research and Stakeholder Engagement

- Conduct key informant interviews, focus group discussions, surveys, and/or other appropriate participatory methods with women, youth, internally displaced persons, vulnerable households, artisans, entrepreneurs, small business owners, municipal authorities, civil society organizations, training providers, private-sector actors, cultural heritage stakeholders, and community leaders.
- Ensure consultations are inclusive and with appropriate measures to enable the meaningful and safe participation of women, youth, and groups that may face social, cultural, economic, or physical barriers to participation.
- Assess how direct target groups will be selected and whether targeting criteria and participation mechanisms are transparent, inclusive, feasible, and conflict-sensitive; consider relevant differences by age, displacement status, language, capacity, location, and other context-specific factors.
- Assess climate-related risks, vulnerabilities, existing coping capacities, community priorities, and potential locally led adaptation measures, drawing where appropriate on Climate Vulnerability and Capacity Assessment approaches.
- Assess current livelihood conditions, employment barriers, market opportunities, skills gaps, training needs, entrepreneurship potential, and constraints affecting women, youth, artisans, and small businesses.
- Assess the relevance, accessibility, and potential demand for vocational, business, and digital skills training, as well as mentoring and startup support.
- Review and validate opportunities and constraints related to community participation, social inclusion, safe spaces, psychosocial well-being, and community cohesion identified

by CARE Libya and the local partner. Assess their implications for the proposed project and, where relevant, complement the available information through targeted consultations or additional analysis to address critical evidence gaps.

- Assess local institutional capacities and needs, including those of the local partner and relevant municipal actors, for project implementation, training delivery, climate adaptation planning, and cultural heritage preservation.
- Review and validate opportunities for community-led cultural heritage preservation and, where relevant, heritage-related livelihood activities identified by CARE Libya and the local partner. Assess their feasibility and relevance for the proposed project and, where necessary, complement the available information through targeted research or consultations to address critical evidence gaps.
- Explore potential sources of tension, exclusion, perceived bias, competition over resources or assistance, and other unintended negative consequences that project interventions could generate or exacerbate.
- Assess the capacities and limitations of the local partner and other relevant local actors in relation to the different project components, including whether additional technical or implementation capacity may be required.

3. Do-No-Harm and Risk Analysis for Derna

- Review the Do-No-Harm and risk analysis prepared by CARE Libya and the local partner, including social, political, security, safeguarding, environmental, institutional, operational, reputational, and partnership risks.
- Assess whether key risks, unintended negative effects, community dividers and connectors, and differences between relevant population groups have been adequately considered.
- Identify critical gaps or additional risks emerging from the feasibility study and, where necessary, complement the existing analysis.
- Assess the adequacy of proposed mitigation measures and recommend adjustments where risks may affect the feasibility, targeting, sequencing, or implementation of specific project components.

4. Partner Capacity and Partnership Gap Assessment

- Assess whether CARE and its partner collectively have the technical, operational, institutional, geographic, safeguarding, and community-engagement capacities required to implement all proposed project components effectively and safely.
- Assess the rationale for selection of the local partner, the origin and ownership of the project concept, the degree to which roles and responsibilities are formalized, existing organizational strengths and resources, and the specific capacities that should be strengthened at individual and organizational levels.

- Assess whether the existing partnership arrangement provides sufficient expertise and capacity across key project areas, including vocational, business and digital skills training, entrepreneurship support, social inclusion, climate adaptation, community engagement, and cultural heritage preservation.
- Identify any technical, operational, or institutional capacity gaps that could be addressed through capacity strengthening, technical assistance, consultants, service providers, or other implementation arrangements.
- Determine whether an additional implementing or technical partner is required for any project component. If an additional partner is recommended, specify the rationale, proposed role, required technical expertise and capacities, and the project component(s) for which additional partnership support would be needed. If an additional partner is not considered necessary, provide justification demonstrating how the required capacities can be adequately covered by CARE, the partner, and/or appropriate technical support arrangements.

5. Feasibility Analysis

- Analyze the technical, economic, social, environmental, institutional, security, and operational feasibility of the proposed project components.
- Assess whether the planned activities can be implemented with the anticipated budget, staffing, and timeframe and whether investment, operating, and personnel costs are proportionate to the intended results.
- Assess the relevance and likely effectiveness of proposed interventions in relation to validated community needs, available market information, climate risks, and institutional capacities.
- Assess key implementation risks, assumptions, barriers, and proposed mitigation measures, including security, safeguarding, conflict sensitivity, social norms, accessibility, and environmental considerations, and identify any additional critical risks emerging from the feasibility study.
- Assess whether expected results and benefits are likely to continue without further external funding, considering institutional, financial/economic, social, and environmental sustainability.
- Assess potential synergies, complementarities, and risks of duplication with relevant existing or planned initiatives identified by CARE Libya and the local partner, including those implemented by government institutions, civil society organizations, UN agencies, and other development or humanitarian actors.
- Assess the plausible contribution of the project Outcome to higher-level impact and the potential for structural, model, replication, or scaling effects.

- Integrate findings from the reviewed and validated Do-No-Harm and risk analysis, as well as the partner capacity and partnership gap assessment, into the overall feasibility assessment.

6. Analysis, Validation, and Reporting

- Triangulate qualitative and quantitative findings from the desk review, field research, and stakeholder consultations to determine the overall feasibility, relevance, sustainability, risks, and potential impact of the proposed project.
- Disaggregate and analyze findings by age, displacement status, vulnerability, and other relevant characteristics where feasible and appropriate.
- Present preliminary findings to CARE and relevant stakeholders for validation and incorporation of local perspectives.
- Develop clear and actionable recommendations on project targeting, geographic focus, intervention modalities, training areas, entrepreneurship support, community-led adaptation measures, cultural heritage activities, institutional capacity strengthening, and implementation arrangements.
- Provide recommendations for refinement of the project design, Theory of Change, results framework, assumptions, indicators, targeting criteria, and risk mitigation measures based on the feasibility study findings.
- Provide a recommendation/action matrix linking each major finding to its implication for project design, the recommended adjustment, its priority, and the affected component, result, assumption, or indicator.
- Provide practical recommendations for mitigating identified risks and strengthening conflict-sensitive and Do-No-Harm implementation throughout the project cycle.
- Provide a clear recommendation on whether an additional partner is required and, where applicable, define the type of expertise, role, and project component(s) that the additional partner should support.
- The final feasibility study should include, either as dedicated sections or annexes, the Do-No-Harm analysis, project risk analysis/risk matrix, and partner capacity and partnership gap assessment.

VII. Deliverables

- **Inception Report:** Detailing the proposed methodology, work plan, stakeholder engagement approach, sampling strategy, and data collection tools for the feasibility study. The work plan should specify milestones for the desk review, fieldwork, validation, draft report, and final report, as well as the proposed allocation of consultant working days.
- **Feasibility Study Report:** Up to 30 pages, excluding annexes, including an executive summary, methodology, main findings, feasibility analysis, conclusions, and practical

recommendations, in English. The report should include the recommendation/action matrix and clearly identify proposed adjustments to the Theory of Change/results framework, assumptions, indicators, targeting, and implementation arrangements.

- **Executive Summary:** A concise summary of the key findings, conclusions, and recommendations of the feasibility study.
- **Data Handover:** Submission of all quantitative and qualitative data collected during the study, including completed tools, datasets, interview and focus group notes, and other relevant supporting documentation, in line with data protection, confidentiality, safeguarding, and informed consent requirements.
- **Presentation of Main Findings and Recommendations:** Presentation of the key findings, conclusions, and recommendations to CARE, partner, and relevant stakeholders.

VIII. Timeframe

- The consultancy is expected to be conducted between **01 October and 12 November 2026**, including data collection, analysis, validation, and submission of the final deliverables. Detailed milestone dates will be agreed during the inception phase.

IX. Management and Reporting

- The consultant will report directly to the Officer Program Development & Donor Engagement.
- CARE Libya and the partner will provide oversight, access to data, and support stakeholder engagement.

X. Required Skills and Qualifications

Educational & Professional Expertise:

- Advanced university degree in international development, economics, socio-economic development, climate change/environmental studies, urban development, disaster risk reduction, social sciences, business development, or another relevant field.
- Demonstrated experience conducting feasibility studies, needs assessments, market assessments, or project design studies related to livelihoods, economic recovery, climate resilience/adaptation, disaster recovery, social inclusion, or community development, experience with feasibility studies for the Federal Ministry for Economic Cooperation and Development (BMZ) is an advantage.
- Proven experience assessing livelihoods, employment, vocational skills development, entrepreneurship, and micro/small enterprise development, preferably in fragile, conflict-affected, or post-disaster contexts.
- Experience integrating women's economic empowerment, youth inclusion and vulnerability considerations into assessments and program design.
- Familiarity with Libya's socio-political, economic, institutional, cultural, and environmental context, with experience in eastern Libya and/or Derna considered a strong asset.

- Previous experience working in fragile and conflict-affected settings and applying conflict sensitivity, safeguarding, do-no-harm, and context-sensitive programming principles.

Technical Competencies:

- Demonstrated experience in livelihoods recovery, vocational and digital skills development, entrepreneurship, business development, and/or labor market assessments, preferably in fragile or post-disaster contexts.
- Knowledge of participatory community engagement and inclusive planning methodologies, including approaches for identifying climate risks, livelihood opportunities, and community capacities.
- Understanding of cultural heritage preservation, heritage-based livelihoods, and community-led approaches to safeguarding cultural assets is an advantage.
- Strong qualitative and quantitative data collection and analysis expertise, including surveys, key informant interviews, focus group discussions, stakeholder consultations, and triangulation of findings.
- Ability to assess the technical, social, economic, institutional, environmental, and operational feasibility of proposed interventions and translate findings into practical and actionable recommendations.
- Familiarity with conflict sensitivity, safeguarding, do-no-harm, and safety and security considerations in fragile and politically complex environments.

Communication & Analytical Skills:

- Fluency in written and spoken English is required. Proficiency in Arabic is required, either directly or through an appropriately qualified team member (knowledge of the Libyan Arabic dialect preferred)
- Excellent analytical and report-writing skills, with the ability to present complex findings in a clear, concise, and practical manner.
- Strong facilitation and consultation skills, including the ability to engage municipal authorities, civil society organizations, community representatives, training providers, businesses, cultural heritage stakeholders, and vulnerable groups.
- Excellent interpersonal skills and demonstrated ability to work respectfully in culturally sensitive, politically complex, and fragile environments.

Independence and Team Composition

- The consultant or consultancy team must demonstrate independence and have no conflict of interest relating to the proposed project, implementing partners, or intended service providers.
- Multidisciplinary teams combining expertise in climate resilience, livelihoods and market systems, social inclusion, cultural heritage, and financial or economic analysis are encouraged.

- The team should demonstrate appropriate staff profiles and composition and sufficient local expertise to ensure culturally sensitive and inclusive engagement with project stakeholders.

XI. Application Requirements

Interested candidates should submit:

1. CV or Company Profile detailing relevant experience.
2. Consultancy Proposal with methodology, work plan, and timeline.
3. Budget Proposal with all costs.
4. Availability Statement confirming commitment to the assignment.
5. Contact Information.

Applications should be submitted via email to procurement_libya@care.de by 15th September 2026. Late submissions will not be considered.