



## Terms of Reference – Feasibility Study on Project

### “Improving employability of marginalized youth by providing marketable skills & qualifications in e-mobility”

#### 1. Background:

Around 42% of India’s population (2019) is employed in Agriculture. A sizable drop from the 70% earlier. A majority of this transitioned population lies below poverty line, has migrated to nearby cities and undertakes physical labour jobs on daily wages. Most of them lack skills as per industry requirement and hence are not able to cross the poverty threshold. There is an urgent requirement on skilling in areas with potential employment.

On the environment front, fossil fuels have had the worst impact on our environment. The results have been multi-pronged from climatic changes to medical issues. Quite a few of our Indian cities have the dubious distinction of being the world’s most polluted (air quality) cities. The government is already working on reducing the use of coal, while demand for petroleum continues to grow. Transportation accounts for around 40% of the petroleum products used in the Country. Petroleum product imports also account for largest forex outflow for India. To cut down the use of petroleum in transportation we need to switch to alternative technologies, like Electric Vehicles.

Electric Vehicles entered the Indian market in 1996 with the launch of Electric 3 Wheelers by Scooters India Limited. This was followed up with the launch of an 18 seater Electric Bus by BHEL in 2000. The first passenger car was Reva in 2001 now owned by Mahindra & Mahindra.

The growth in EVs since then was slow until the last 4 years with very serious push from central & state governments. Currently, many cities in India have electric 3 Wheelers as the primary mode of public conveyance. Around 2.95 lakh EV’s were sold in 2020 and 2.36 lakh in 2021, a drop on account of Covid 19. The EV market in India is expected to grow by 23.7% over the period 2021-26 on account of the following major factors

- Rapid urbanization and better infrastructure
- High Cost of Petroleum products
- Government Incentives and Schemes for EV purchase
- No Licences required for EV charging stations
- Reduced duty on EV parts and Lithium Ion Batteries
- Maharashtra government backed on the growth of 2021-22 (153%) estimates that by 2025, 10% of all vehicles will be EV.

With EV’s having significant advantage over ICE (petroleum based) vehicles, the jump is mainly hindered because of Costing of vehicles, unavailability of Charging Stations & Service network.

Although the Automobile Sector has established a very good network of Service centres and Repair shops over the years for ICE vehicles. The service set-up for EV’s and battery charging/swapping stations are still non-existent. With high cost of set-up, non-availability of trained manpower and lower volumes even Big Brands are reluctant to invest in the Service set-up though lot of charging stations are in pipeline. Unlike the petroleum-based automobiles (ICE), Trainings on EV servicing and repair are currently being led by the manufacturers for their employees.

## **2. About the Project:**

### **The Project:**

Don Bosco ITI Kurla (DB ITI Kurla) has planned a project to provide Skilling to economically weaker youth on EV servicing and retrofitting of EV kits in ICE vehicles.

The project will work to resolve two major issues faced by the society namely employment to economically weaker sections of the society resulting in alleviation of poverty (directly in line with UN SDG 1, 8 & 10), and reduction in use of fossil fuels (directly in line with UN SDG 11, 12, 13 & 15).

The project will have its Hub DB ITI Kurla and shall start with 3 spoke centres. A state-of-the-art Lab will be set-up at DB ITI Kurla and the project shall be managed by the DB ITI Kurla team.

Under the project DB ITI Kurla will be setting up a E-Mobility / EV Training Hub in Kurla-Mumbai for 2, 3 & 4 wheeler EVs and spokes at Borivali, Chinchwad, Aurangabad & Chakan with all the training infrastructure of approximately INR 100-125 lakhs for conduction of the following category of training Programmes

- Short- Term Certificate trainings of 1-7 days (for Upskilling Existing Technicians)
- Medium Term Certificate trainings of 15 days – 6 months
- Long Term Diploma & Advance Diploma programme of 1 to 2 years

### **Target Group:**

In India, it is estimated that almost 81 million people living in Urban set-up fall below the poverty line. They are spread over 13.7 million Households with an average family size of 6 members.

The Target group for this project will be the youth from the economically weaker sections of the society, resident of slums of cities (initially Class A and B cities selected based on Vehicular population). There would be a specific focus to also include existing automobile mechanics working under employment in existing ICE vehicle workshops.

Furthermore, aspects of “Leave no one behind” (LNOB), Gender-Mainstreaming and Inclusion shall be taken into account as part of the target group definition.

### **Duration & Sustainability:**

The project is expected to be operational till the time EV vehicles are replaced by any other better technology or the EV service network is saturated, which should mean at least 15 to 20 years. In the initial 4 years of operation, the Training Fees shall be subsidized by external funding. The remaining part of the Fees say around 10% to 15% shall be borne by the candidate. This will also ensure that we get only serious candidates who are interested in pursuing their career in this field (e.g. Study now - Pay Later Schemes).

- Over the first 4 years the following changes shall be brought in to make the project self-sustainable
- Candidate contribution to be gradually increased to 60% of the training cost
- Cost of training to be reduced in light of development of local resources & economies of scale
- Contribution to training cost from the EV Manufacturers

### **Goals:**

The core objective of the project is to enable the candidates to secure a means of livelihood and growth. The Project will target to provide livelihood to at least 70% of the trained candidates either through employment or through entrepreneurship. This will also ensure a substantial increment in their family income. Although the Automobile industry in India has been dominated with male workers but EV could be an area where this pattern can be broken. In US too, only 27% of the Automobile workers are females. The project targets to include 10% female candidates to start with.

**About Don Bosco:**

Don Bosco is an international organization spread across 136 countries, offering various technical and academic programs for poor and marginalized youth of the society.

In India, there are 12 Salesian regions called provinces and in Mumbai province of Mumbai has 39 institutions. DB ITI Kurla / St. Joseph Technical School (Trust), is a part of Mumbai province, inspired by the mission of St. Don Bosco to provide livelihood skills to the youth especially the poor and the deprived. To achieve one of the mission, Don Bosco Industrial Training Institute was established in the year 1965.

Presently institute conducts various vocational courses i.e. C.T.S. (Craftsman Training Scheme) under the aegis of NCVT (National Council for Vocational Training). In addition, institute also conducts various short-term and mid-term programs.

Around 2,000 youth are trained per year in formal and in-formal vocational courses conducted by the various Don Bosco technical institutions of Mumbai province.

**3. Scope of Work:**

The Feasibility Study seeks to provide executing agency with a basis for finalising the project concept by clarifying conditions, opportunities and risks related. Doing so, the study shall especially review and develop a solid Theory of Change (ToC) and a Logical Framework further, including sets of adequate indicators. Key factors which will influence the feasibility study are:

- Growth in EV Industry including 2, 3 & 4 wheelers
- Training requirement for Manufacturers, Service Centres, Technicians, and End use Customers
- Collaboration with the industry with regard to On-the-Job-Trainings (OJTs) and Job Placements
- Propensity to pay
- Suitability of training centre at the location and possibility of Online training
- Retrofitting potential from ICE to EV
- Battery charging/swapping stations
- Awareness for new buyers
- Suitability of planned spoke centres and to explore other spoke centres from amongst Don Bosco centres.

**4. Key Questions to be addressed:**

- Size of the market for EV training in India with specific opportunity for Don Bosco in Mumbai and other cities like PCMC, Aurangabad, Pune etc.
- Will Manufacturers outsource their Trainings?
- Will small multi-brand service centres opt for these courses and how much will they be ready to pay?
- What is the apt duration of the courses?
- Will new training candidates opt for short-term courses?
- Will and should End use customers opt for converting ICE to EV?
- How does the project align with Internal (Don Bosco) and external strategies and provide synergy?
- Is the project economically Feasible and sustainable?
- What are the key foreseeable challenges in execution?
- What are the Risks associated with the Project?

Furthermore, the following aspects as to be assessed thoroughly:

#### **4.1 Initial situation and problem analysis:**

- What is the (initial) situation in this sector, region, country? What is the socio-economic, political, and cultural context?
- Which problems were identified? What are the reasons for the problems and which effect do they have on different groups of the population?
- What needs were derived from the problem analysis? How were/will the needs be identified?
- What is the background of the planned programme and its logic of intervention? Who came up with the idea?
- Are there alternatives to the planned project or its subcomponents?
- Furthermore, the study shall provide insights on the following issues (emphasis on certain aspects and subordinate analysis of others is possible and recommended):
- What is the scope of sustainability of the project?
- How does the project contribute to the programs and strategies initiated by the state?
- How will it synergise with the efforts of the government schemes and programs?
- What are other specific needs that are to be addressed and not covered in our current implementation?

#### **4.2 Project partner in the target country (local partner):**

- Description of the relationship between DB ITI Kurla and Don Bosco Mondo, why is the collaboration in this project foreseen and deemed worthwhile? What capacities (institutional, technical, personnel, financial) do they have?
- What measures are needed to strengthen the organization and the capacities of the local partner?
- What self-interest/ownership do the local implementation partners have in the success of the project?
- What is the relationship between local partners and the target group/stakeholders (legitimacy)? Are there any convergences or conflicts of interest? How can the interaction be improved?
- Who are the local competition/agencies in the identified areas that might pose a threat or be a potential partner in implementing the project?
- How could DB Tech India as national TVET network of Salesian Training Institutes be involved, e.g. in the scope of up-scaling or resources?
- Assess the current project is not duplicating efforts of other agencies - Similar projects being implemented in the identified locations.
- How to strengthen local partnership, ownership, and participation?

#### **4.3 Target groups and stakeholder analysis:**

##### **Target group**

- Who is the target group and what criteria are used for the selection process of the target group? Are there several, differently affected target groups?
- How homogeneous or heterogeneous is the target group with regard to factors such as gender, ethnicity, age, sexual orientation, language, capacity, etc., and to what extent does the project have to take this into account?
- What are the needs of the target group and how can they be addressed?
- What role does the target group play in the social context? What conflicts of interest could arise as a result of the support given to one population group with regard to other population groups?
- What potentials does the target group have, especially in terms of self-initiative, ownership, and local problem-solving capacities? How can these be strengthened?

- Who will be part of the target group, if they are suitable as per the project design
- The socio-economic and cultural context of the project area.
- Analyse the project design with respect to Gender and focus on Social inclusion.
- Is the proposed project in line with the needs of the communities/slums?

### **Stakeholder**

- Who are the most important governmental and non-governmental stakeholders in this sector and beyond at this project location, in the planned project region, the country?
- How does the planned project relate to the government's development strategy?
- What are the interests of the stakeholder? Are conflicts of interest becoming apparent? Are there potential synergies with other stakeholders' projects? How do these synergies find their way into the project design?
- Do the stakeholders involved have a common understanding of the problems and the objectives of the project?
- How strong is the support of the different stakeholders involved in the project? What is the potential influence of these stakeholders regarding the project? Are there already agreements between stakeholders?

### **5. Evaluation of the planned project according to OECD DAC-criteria:**

(<https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>)

Finally, the study shall also serve as an ex-ante evaluation and thus, provide conclusions and recommendations following the OECD DAC criteria:

#### **Relevance: Will the planned project be adequate?**

- Does the planned project approach address a developmental problem or a crucial development challenge of the partner country or region?
- Is the design of the planned project oriented towards the needs of the target group?
- What changes will the project cause after the end of the project?
- Conduct an assessment of the root causes of stagnated economic growth of the target group
- Analyse the socio-economic context of intervention with the focus of need for Employment-related issues in the slums
- What kind of work is taking place, in how do the tasks differ with age and gender from one slum to another.
- What is the impression of the people of the slums especially the parents and the local leaders?
- Who is the part of the target group and what criteria exist for selecting this target group?

#### **Coherence: How well will the intervention fit?**

- Which other interventions (particularly policies) would support or undermine the intervention, and vice versa. This Includes internal coherence and external coherence:
- Internal coherence addresses the synergies and inter-linkages between the intervention and other interventions carried out by the Don Bosco Mondo and/or DB ITI Kurla, India (e.g. what courses does DB Tech India offer in the region and what kind of monitoring and evaluation tools are used by DB Tech?)
- External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonisation, and coordination with others and the extent to which the intervention is adding value while avoiding duplication of effort.
- Is synergy effect with other donor's or programme's foreseen?
  - What are the cooperation, coordination, and collaboration mechanism of the state of the Government, manufacturers, Service centres and informal Repair shops across the stakeholders? What role does DB ITI Kurla need to fill-in?

- Assess whether project actions are not duplicating but complementary to other efforts outside of the project.
- How does the planned project contribute to the strategies and programs of the state or other organization presented in the context analysis? How does it distinguish them from?

***Effectiveness: Which project approach is the best way to achieve these objectives?***

- Are the measures and the chosen methodological approach suitable to achieve the project objective? Should meso- and/or macro-level (multi-level approach) activities be considered to increase sustainability?
- What measures does the study recommend to achieve the objectives?
- On which effect logic/impact hypothesis should the project be based? How could a meaningful impact matrix including suitable, meaningful indicators look like (presentation of first rough draft with indicators and suggestions for baseline data collection)?
- Who should monitor the impacts when and at which intervals (impact monitoring)?

***Efficiency: Can the objectives of the planned project be achieved economically?***

- What financial, structural, and personnel resources are needed?
- Is it possible to implement the planned activities with the intended resources in the planned period? Can the desired impacts be achieved efficiently (cost-benefit) and economically?
- Is the chosen approach the most economical? Are there suitable alternatives, e.g. not setting up a training centre, but developing courses, curricula and partner with existing institutions, or rent out training locations?
- Is the planned cost allocation to various cost categories (e.g. investments, capacity development, training, running costs, salaries) reasonable?

***Significance/ developmental impacts: Does the planned project contribute to achieving superior developmental impacts?***

- Which objectives and impacts derived from the problem/needs analysis are to be achieved for which target group?
- To what extent is the planned project structure-forming, model-like and exemplary? Can a multi-level approach (micro-, meso-, macro-level) be used to increase significance and effectiveness?
- To what extent does the project objective take gender-sensitive, inclusive, culture- and conflict-sensitive, and human rights-based aspects into account?

***Sustainability: Do the positive impacts (without further external funding) persist after the end of the project?***

- How can the sustainability of results and impacts be guaranteed and strengthened (structural, economic, social, and ecological)?

*Structural*

- *How is the permanent continuation of the planned project benefits for the target group ensured?*
- *What organisational setting is chosen to enable structural sustainability?*

*Economic*

- *How will the project activities be continued after the funding period will have ceased?*
- *What funding strategies are foreseen to enable the continuation?*

*Social*

- *How will the Leave-No-One-Behind-Approach be ensured in the present project?*
- *Will the project cater equally to female, male & diverse beneficiaries? (justification if not)*

- *Will the project benefit people of different religions and ethnicities equally? (justification if not)*
- *Will the project support people with disabilities? (justification if not)*

#### *Ecological*

- *What are the positive ecological effects of the planned project? (emission reduction, eco-education, green-skills, reforestation, nature preservation, ...)*
  - *What negative consequences are to be expected by the project (construction, travel, energy consumption, ...)?*
  - *How will the above-mentioned negative consequences mitigated?*
  - *How will the project contribute to the aim of 100% renewable energy consumption of all SDB institutions in the year 2032? (Please depict the pathway to RE utilization)*
- What role/responsibility will be assumed of governmental and/or civil society organizations? To what extent can local potentials, structures, and processes be developed? Which measures and instruments are best suited in utilizing and strengthening local initiatives, participation, and capacities?
  - What are the socio-cultural obstacles to this approach and how can they be addressed?
  - What negative consequences and impacts could the project activities or sub-goals entail? To what extent can this be taken into account in the project (concept) (e.g. do-no-harm approach, conflict-sensitive impact monitoring, etc.)?
  - What risks (personnel risks for the implementing parties, institutional and reputational risks, and context risks) exist during the project implementation and how can they be minimized?

#### **6. Recommendations:**

What concrete recommendations can be made for the concept of the project and the evaluation according to the DAC criteria

- Which components are possibly missing in the project concept to achieve the planned objectives sustainably?
- Which planned components are rather not suitable for which reasons?
- Do the assumptions on impacts and sustainability on which the project concept is based appear plausible and viable for the project concept; how would they have to be adjusted if necessary?
- Which fields of observation are suitable for the development of qualitative and quantitative indicators that reflect the changes for the target group (in a SMART manner)? Which findings and baseline data from the study are recommended as a basis for incorporating them into the project logic (impact matrix)?

#### **7. Use of Results:**

The results of this Feasibility study will be used to shape and finalize the plan for Don Bosco to set up an EV Training centre at their DB ITI Kurla as the Hub and spokes at other campuses of Don Bosco. The results will be key to formulate the strategies for mobilization of participants and taking investment decisions. Furthermore, the results of the study will be incorporated in the design of a monitoring system for implementation and, thus be used during an end-of-project evaluation. The results may further be used to implement such plans across the country.

#### **8. Geographical Scope:**

Although the Training Hub will be based at DB ITI Kurla (Mumbai), but the study will also cover the training spoke centres in Borivali, Aurangabad, Chinchwad & Chakan and also manufacturers from across India. For End-use customers, Service Centres and technicians the study can be restricted to Greater Mumbai & PCMC.

## **9. Methodology:**

- The Feasibility Study will include both Desk based research and field study. The Desk based research will account for quantitative data and previous studies on the subject can be referred to.
- The Study should also include data from existing activities of Don Bosco.
- The field study should evaluate in detail the benefit to the Target group. The Field study can include amongst others Surveys, Key Informant Interviews and FGD’s to get data from the four important stakeholders (Manufacturers, Service Centres & Technicians, End use customers & potential candidates (youth). Application of participatory approaches/methods are highly encouraged. As an end-line impact evaluation is foreseen, also recommendations/identification of potential control groups (be it through sequential target group selection) are very much welcome.
- The Agency should share their interim findings with the Don Bosco team from time to time (at least on a weekly basis) and take their inputs. The study will be in a collaborative mode and the Agency will incorporate inputs from the Don Bosco team as and when required.

## **10. Duration & Milestones**

To provide insights during the project development and proposal writing stage, the study shall start on 1<sup>st</sup> March, 2022, data collection and analysis shall predominantly take place in 30 days and the results shall be at hand latest on 15<sup>th</sup> April, 2022.

The assignment should be completed within a maximum of 30 days after inception, hence the consultant will:

- Prepare a short inception report and hold inception meeting with DB ITI Kurla team and Don Bosco Mondo Germany to review and consent on feasibility study focus on expectations.
- Review the existing literature – current data of DB ITI Kurla documents to further the context.
- Develop a simple yet comprehensive study design and survey matrix describing the type of data to be collected, techniques and tools to be used.
- Define the sampling method, sampling size, and targeted responded category
- This is an iterative process; hence, every step of the feasibility study will be reviewed and may lead to a discussion to alter the design of the project or feasibility study. Furthermore, a change in a context may cause an alternation in the feasibility study design within the agreed scope of work.

## **11. Deliverables:**

- Short Inception Report proposing the study approach, methodology, schedule, team, and costs.
- Participatory Workshops (e.g. Kick-Off and Results Presentation)
- Draft Impact Matrix (as part of the report)
- Interim Reports at weekly intervals
- Feasibility Report with Recommendations, (maximum 30 Pages), including findings, conclusions, and recommendations for the project planning and implementations according to the above-mentioned questions and the following attachments: List of abbreviations, list of institutions visited and persons interviewed, consultants schedule during the field phase, list of used documents, data and literature, brief professional profile consultant - Supporting Data with Source in Soft copy and properly catalogued, Powerpoint Presentation with process, findings and recommendations
- Executive Summary



## **12. Expertise of Consultant(s):**

The consultant (Agency) should necessarily qualify the following criteria:

- Independent team of consultants, experienced with DAC evaluation standards, working experience as consultants in EV Sector / TVET with sound experiences and proven references in:
- Conducting project evaluations/feasibility studies according to DAC standards in the fields of EV and TVET
- Participatory research approaches
- Qualitative methods like focus group discussions, semi-structured interviews, etc.
- Quantitative survey methods including IT supported data collection and analysis
- Experience using digital formats and platforms for study and/or evaluation purposes
- The expert team should be gender-balanced and take into consideration local customs and religious beliefs. The experts will not act as representatives of any party and must remain independent and impartial.
- Other experiences include the understanding of the socio-economic context of the identified communities. The consultants should speak fluent English and ideally the relevant local languages.
- Should be of sound financial means to complete the project
- Should have conducted similar studies in the last 5 years.

## **13. Payment Terms:**

The Agency shall submit their final Invoice after completing all deliverables. All payments shall be cleared within 30 days of submission of the final invoice.

## **14. Point of Contact:**

The Point of Contact for the Study are

**Mr. Amar Prabhu** – DBTI Mumbai-Kurla, India ([dbitimumbai@gmail.com](mailto:dbitimumbai@gmail.com))

**Mr. Lukas Lamberts** – Don Bosco Mondo, Germany ([l.lamberts@don-bosco-mondo.de](mailto:l.lamberts@don-bosco-mondo.de))

Agencies may contact the above for any queries, only through e-mail, before 15<sup>th</sup> February, 2022. Any queries received after 15<sup>th</sup> February will not be addressed.

An online Q&A session shall be organized on 10<sup>th</sup> February at 1400 hrs IST. Those interested to participate should put in a request to the abovementioned e-mail id's so that the link to the online meeting is shared with them.

## **15. Proposal Submission:**

All proposals with respect to this project should reach us **by 19<sup>th</sup> February 2022** through e-mail to the following e-mail id's; [dbitimumbai@gmail.com](mailto:dbitimumbai@gmail.com) , [l.lamberts@don-bosco-mondo.de](mailto:l.lamberts@don-bosco-mondo.de)

The proposal shall have **3** separate Pdf files, namely

“Agency Background- \_\_\_\_\_” (Agency Name). This should not be more than 4 pages excluding the documents. This will include

- Details about the Agency
- Its Experience in the field highlighting past projects
- Team Details
- Other details which support its candidature
- Documents
- Certificate of Incorporation
- Audited Balance sheet for the Last FY
- Work Orders for previous projects

- Direct References from Previous work in the field
- Profiles of Key team Members

“Technical Proposal-\_\_\_\_\_” (Agency Name). This should not be more than 4 pages. This will detail the methodology of implementation

“Commercial Proposal-\_\_\_\_\_” (Agency Name). This will detail the cost for conducting the study while providing break-ups, accounting for all costs including Travel, lodging, printing, telecommunication, taxes, etc. Don Bosco shall not make any payment over and above the cost mentioned in the Commercial Proposal.

#### **16. Proposal Evaluation:**

The proposals will be evaluated on the following criteria:

##### ***Formal Criteria: Document Attachments***

- Time schedule and Task Plans
- Profile / CV of Consultant
- Detailed Budget

##### ***Proposal:***

- Description of Project Background, objectives of the study
- Intensive discussion of the research questions
- Description of Methodical approach and sampling strategy
- Discussion of evaluability and limitations

##### ***Consultant:***

- Expertise and experience in the Project topic(s)
- Expertise in evaluation methodology
- Expertise and experience in the region
- Knowledge of Local language(s)
- Having required social competencies to work with the target group and partners
- Experience in studies/evaluations in the scope of "international" institutions and donor agencies.
- Expertise and experience of project planning and implementation for "international" institutions
- Relevant and credible references, supporting the experience of the consultant
- Expertise and experience of project planning and implementation for Don Bosco institutions.