

Evaluation Terms of Reference

Regional Project West and Central Asia: Strengthening local structures for sustainable sanitation in West and Central Asia (Iraq, Jordan, and Tajikistan)



General Information

Job title:	Consultant for evaluation of BMZ financed project
Assignment title	Final evaluation for the current project and its implemented activities (Jan. 2023 to Dec. 2025)
Project title:	Strengthening local structures for sustainable sanitation in West and Central Asia (Iraq, Jordan and Tajikistan) (2023 – 2025)
Client:	Bremen Overseas Research and Development Association (West and Central Asia)
Countries:	Iraq, Jordan and Tajikistan
Contact for Queries:	Ms. Sundus Alsmadi (alsmadi@borda-wesca.org) Dr. Alexander Wolf (wolf@borda.org)
Last date of submission:	15.09.2025

Background/ Introduction

BORDA

The Bremen Overseas Research & Development Association (BORDA) is a technical expert organization in the field of sustainable environmental protection through integrated sanitation solutions. The organization's activities aim to make living spaces more livable by developing and implementing innovative decentralized sanitation solutions that increase climate resilience, strengthen social structures, and promote sustainable and mindful use of natural resources.

Our activities focus on achieving the 2030 Agenda for Sustainable Development by enabling the transition towards livable and inclusive cities which give disadvantaged urban and peri-urban populations access to essential public services such as on-site sanitation, faecal sludge management, solid waste management, energy, and water.

BORDA supports holistic approaches to policy formulation, participatory urban planning processes, and infrastructure development. Together with local and international partners, BORDA designs new concepts for decentralized water, wastewater, and waste systems based on research findings and develops tailor-made solutions to realize water and sanitation services for all. Additionally, BORDA promotes capacity building and facilitates dialogue among civil society organizations, communities, government agencies, the private sector, research institutions, and international organizations. BORDA understands that innovation is not just about finding new technologies but rather about developing sustainable approaches that work for local communities in the long term.

BORDA e.V. operates in over 20 countries in Asia and Africa.

For more information, visit: www.borda.org

Main Objectives and Outputs

The Project:

In the beginning of 2023, BORDA commenced the implementation of the BMZ funded Regional Project 'Strengthening local structures for sustainable sanitation in West and Central Asia' implemented in Jordan, the Kurdish Region of Iraq, and Tajikistan. The project aims at empowering local structures for sustainable decentralised sanitation to strengthen the resilience of vulnerable urban communities towards the impacts of climate change and has the following three outcomes:

- Access to safe and sustainable climate-resilient sanitation services.
- Strengthened capacities for the planning, design, and construction of environmentally friendly and resource-efficient sanitation solutions.
- Increased awareness of sanitation challenges in underserved communities and development of practical solutions for local structures.

Project Title	Strengthening local structures for sustainable sanitation in West and Central Asia (Iraq, Jordan, and Tajikistan)
Overall Objective	Sustainable sanitation solutions provided by local authorities contribute to livable, sustainable, and resilient settlements as well as to the protection of natural resources and climate change adaptation in West and Central Asia.
Project Goal	<p>Empowering local structures for sustainable decentralized wastewater management will strengthen the resilience of vulnerable urban communities in selected underserved areas to the impacts of climate change.</p> <p>Outcome 1: Local structures in relevant areas have decentralized, climate-resilient sanitation systems that provide vulnerable communities with safe and sustainable access to sanitation.</p> <p>Micro-impact level: At least 32,000 people in the targeted vulnerable communities benefit from the planned decentralised safely managed sanitation solutions.</p> <p>Outcome 2: The required knowledge and capacity for the respective WASH professionals to plan, design, and construct environmentally sustainable and resource-efficient sanitation infrastructure is strengthened.</p> <p>Micro and meso impact level: At least 120 professionals are trained and confirm the relevance and quality of the trainings.</p> <p>Outcome 3: Awareness of sanitation challenges in underserved areas is raised and concepts for practical solutions for wastewater management are developed and presented to the relevant local and national authorities.</p> <p>Meso- and macro-impact level: At least 6 events to raise awareness of the importance of decentralized sanitation solutions are successfully carried out and promote an intensive exchange and dialogue between experts and decision-makers.</p>
Field of activity	Basic needs services (water, sewage, and waste)
Project duration	2023-2025
Direct Beneficiaries	<p>Direct beneficiaries: Disadvantaged population groups in 5 urban districts and 1 city in the West and Central Asia region. These include people who are particularly economically vulnerable, especially women and children, who live in areas with inadequate access to municipal services.</p> <p>Indirect beneficiaries: City and local governments, waste management companies, specialized authorities at the municipal and national level, civil society institutions, formal and informal representatives of disadvantaged neighborhoods, small businesses, and educational institutions.</p>
Countries and locations	<p>Iraq:</p> <ul style="list-style-type: none"> ○ Qushtapa district ○ Harir district <p>Jordan:</p> <ul style="list-style-type: none"> ○ Karak City ○ Al-Karak Qasabah district, ○ Zahoum district ○ Al-Qasr district ○ Qatranah district ○ Ayes district in Tafila

	Tajikistan <ul style="list-style-type: none"> ○ Asht district ○ Punjakent city ○ Zafarobod district
--	---

Scope

The evaluation purpose is to assess the achievement of planned objectives, ensure accountability, and sustainability beyond project completion.

The evaluation will serve several interrelated purposes:

1. **Accountability:** Provide a performance review assessing the degree to which the project achieved its planned objectives and outcomes, based on a target-actual comparison using agreed indicators.
2. **Sustainability:** Evaluate the likelihood of sustained benefits post-project completion, including the robustness of follow-up mechanisms, partnerships, and enabling environments.

The evaluation shall cover the entire implementation period until the time of evaluation for the Kurdish Region of Iraq, Jordan, and Tajikistan. The evaluation shall analyze the entire scope of the project and its result framework, which comprises all elements of the intervention logic.

The results of the evaluation are crucial for assessing the project's success and provide the project team with an opportunity to critically reflect on project processes, including implementation tools and methods, intervention design, management techniques, and communication practices.

The evaluation should pay attention to issues related to poverty reduction and environmental and climate resilience approaches as essential goals of the SDG agenda 2030. Further, a participatory approach will be used in the evaluation process. It will involve structured exchanges with key stakeholders, from governmental and civil society organizations, the private sector, scientific institutions, and international organizations in Iraq, Jordan, and Tajikistan. This will take place through in-person key informant interviews.

The assignment will evaluate the project along the following four pillars according to the currently valid DAC Criteria:

▪ **Relevance**

1. To what extent does the project address a core developmental problem of the target group and align with the current priorities, policies, and framework conditions of the partner countries and BMZ?
 - 1.1. Relevance of the program (as a civil society intervention) against local and national needs and priorities, particularly in relation to integrated sanitation solutions, creating livable and sustainable cities, and promoting climate-resilient urban development.
 - 1.2. Degree of conformity with partner country development policy and planning, especially the sector policy on water and sanitation services.
 - 1.3. Program measures in accordance with the needs of beneficiaries, particularly women, children, and vulnerable groups, and the extent to which gender issues are considered in design and capacity development.
 - 1.4. Conformity with the basic concerns and sectoral priorities of German development cooperation, including Germany's bilateral partnerships with Jordan, nexus and peace partnerships with Iraq, and climate resilience objectives in Tajikistan under "Green Central Asia."
 - 1.5. Contribution to solving a core developmental problem, such as:

- Lack of centralized wastewater systems in vulnerable districts and urban communities.
- Decentralized wastewater treatment, recovery of natural resources, strengthened technical and institutional capacity, and stakeholder awareness of decentralized sanitation solutions.

▪ **Effectiveness**

1. To what extent has the project achieved its intended objectives and outcomes across all levels (micro, meso, macro) for each country? *Comparison of planned objectives and indicators with actual achievements (target/actual comparison)*
 - 1.1. Contribution of project measures to the overall objective of improving innovative, decentralized sanitation solutions that contribute to the protection of the environment and of natural resources, as well as strengthening the adaptive capacity of disadvantaged population groups in particular with regard to climate change.
 - 1.2. Contribution to changes at different levels:
 - Micro level: Improved household and individual access to safe and sustainable sanitation through the implementation of WASH infrastructure, with the participation of non-traditional actors in the sanitation service chain; increased awareness among vulnerable communities of sanitation challenges and solutions.
 - Meso level: Strengthened capacity of local authorities in sanitation service management, implementation, and planning, with a focus on decentralized solutions.
 - Macro level: Compilation of practical recommendations for the widespread application of effective decentralized sanitation solutions, contributing to their integration into sector policies, legal frameworks, and national strategies.
 - 1.3. Extent to which the project's model demonstrates potential for replication and scaling in other underserved areas.
 - 1.4. Causal Pathways and Contributing/Hindering factors:
 - Internal and external factors influencing achievements (e.g., political developments, partnerships, conflicts).
 - Challenges and obstacles faced during implementation.
 - Causal pathways explaining the results achieved.
 - Adaptive strategies used during implementation that improved effectiveness.

▪ **Sustainability**

1. To what extent are the benefits of the project likely to continue after its completion?
 - 1.1. Stability of the economic, political, social, and environmental context in Iraq, Jordan, and Tajikistan for sustaining results.
 - 1.2. Permanence of intervention impact, building on prior project phases and long-standing partnerships.
 - 1.3. Continuation of activities, results, and impacts after project completion, including integration into legal and institutional guidelines and strategies, established acceptance among decision-makers and beneficiaries, links to government efforts and continuous knowledge exchange among stakeholders.
 - 1.4. Measures taken to prevent dependency on individual actors or organizations.
 - 1.5. What follow-up structures or mechanisms (e.g., financing, capacity, partnerships) are in place to ensure continuity of results after project completion?

▪ **Impact**

1. What broader, long-term effects — positive or negative — have resulted from the project?
 - 1.1. Intended and unintended, positive and negative impacts at the micro, meso, and macro levels.
 - 1.2. Contribution to BMZ cross-cutting policy themes, (e.g., feminist development,

- shrinking civic space, social protection).
- 1.3. Insights relevant for scaling, replication, or informing strategic or policy planning, including follow-up phases.

The applicant shall be responsible for the tasks mentioned above and shall also support BORDA WesCA with suggestions and pathways in case of deviation from any of the above.

Design and Approach

The on-site evaluation consists of several phases:

- **Contract signing and Virtual kick-off meeting:** After signing the contract, the evaluator introduces the concept and provides an overview of the TORs and the assignment.
- **Documentation review:** The consultant studies all necessary project documents; proposal, Means Of Verifications (MoVs), quarterly and annual reports, etc.
- **Analysis of the intervention logic theory.**
- **Inception-Phase:** Inception report, to be submitted 10 days after the beginning of the evaluation, explaining the methodology, work program and timetable for the evaluation.
- **Field visits:** Field visits to be conducted to different locations (in the three countries) based on prior work plan to validate key tangible outputs and interventions. The field visits and meetings will be used to conduct individual interviews and/ or focus group discussions. The evaluator is expected to either personally travel to the project sites in all three countries or arrange for a qualified local consultant/focal point to conduct the fieldwork on their behalf, coordinating closely with them. **Travel** costs should be included in the evaluator's proposal budget. The evaluator will be responsible for organizing and managing their own travel arrangements. For any **data** collection requiring translation, the evaluator should include a budget for a translator and handle the hiring process independently. While BORDA is available to offer support and guidance, the responsibility for recruitment rests with the evaluator. *Please note that stakeholders in Tajikistan primarily speak Tajik, in Iraq/Kurdistan they speak Kurdish, and in Jordan they speak Arabic.*
- **Submission of the Evaluation Draft Report.**
- **Validation Workshop/Presentation:** presentation of key findings and guidance of Borda team through the draft report to facilitate the review process.
- After final comments, **submission of the Final Report.**
- **Presentation of the findings and recommendations.**

Expected Deliverables, payment schedule, and work plan

Expected Deliverables

- **Inception report** (approx. 5-10 pages) containing appropriate methodology to be applied during the evaluation, as well as the work plan to be used during the assignment.
- **Final evaluation report** (about 15-20 pages without annexes), including an executive summary and the results assessment (part of the reporting requirement);
- **PowerPoint presentation** of the findings of the evaluation: Depending upon the complexity of the evaluation findings.

All reports need to be written in English. The executive summary should summarize key findings and recommendations (three pages maximum) and needs to be submitted as part of the final draft report in English.

	Item	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026
1	Award of contract. Virtual kick-off meeting to clarify the TOR's and the assignment	X				
2	Documentation review/ intervention logic theories		X			
3	Inception Report		X			
4	Evaluation process (Field visits)			X	X	
5	Submission of the Draft Assessment Report and Validation workshop					X
6	Final Assessment Report and Debrief +PPT					X

*Timelines will be finalized in consultation with the applicant at the contract award stage.

Schedule of payment

No	Installments	Percentage Payment
1	Inception Report accepted by BORDA	20%
2	Draft Report accepted by BORDA	40%
3	Final Report accepted by BORDA, and after conducting the meeting, BORDA to showcase the key findings	40%

Workplan

The evaluation is foreseen to start by the beginning of October 2025 and to be completed by the end of January 2026. The submission of the final report until the 25th of January 2026.

Budget/ Financial Offer

Please provide a financial offer showing the total cost, including:

- Honorarium net and gross amount (incl. daily rates)
- Travel expenses. Note: Allowable travel expenses are capped by the Federal Travel Expenses Act (BRKG) and the Foreign Travel Expenses Ordinance (Auslandsreisekostenverordnung).
- Translation expenses
- Applicable taxes

Please make sure that VAT (in number and percentage) and travel and translation expenses are clearly marked in your financial proposal.

Roles and Responsibilities

BORDA:

- Providing logistical support to coordinate meetings with stakeholders from the sector in all three countries.
- Further administrative support will be provided if required.
- Persons in charge will be identified and assist the expert throughout the evaluation phase.
- Preparing and providing all required documents to the expert, including proposal, MoVs and progress reports.

Consultant/ Expert:

- Working jointly with the BORDA appointed counter-part in the three countries.
- Review all relevant project documentation and analyze the intervention logic.
- Proposing a schedule for necessary meetings.

- Prepare a detailed inception report and perform the required data collection processes personally or through a qualified local consultant/ focal point.
- Organizing flights, visas, and in-country transport for the field visits in the three countries.
- Facilitate arrangements for translation services as needed (including budgeting and contracting translators).
- Submit the draft, final reports according to the agreed timeline.
- Present the preliminary findings during the validation workshop and deliver the final presentation of findings and recommendations.

Required skills and competencies

Required skills, experience and contextual knowledge:

- At least 5 years overall professional experience and a bachelor's degree in a relevant field as in International Development, Development Economics/Planning, Sanitation, Wastewater Management and any other related university degree;
- Experience in working in the international development sector (5-10 years)
- Experience in working in the water and sanitation sector (5-10 years)
- Knowledge of the water and sanitation sector in the West and Central Asian region is a plus
- Experience with evaluations of sanitation and wastewater management projects.
- Experience with qualitative data collection and analysis is desirable
- Excellent written and verbal communication skills in English are mandatory (German, Arabic, Russian, Kurdish, Tajik is a plus).
- Evaluation experience in the given project countries would be an asset.
- References: Successful completion of at least 3 mid-term or final evaluations according to OECD/DAC criteria;
- Evaluations ideally include 2 projects with a minimum project budget of 2 mio. €;
- Experience in evaluation projects funded by the Federal German Ministry of Economic Cooperation and Development (BMZ) is a plus;

Evaluation Criteria

The offer will be evaluated by using the best value for money approach (combined scoring method).

	Parameter	Description	Evidence	Weightage
1	Experience / Skills	The applicant should have verifiable experience of working in the water & sanitation sector, working with government agencies as well as profound knowledge in Evaluation (experience in years) Required language skills	Certificate of Registration / CVs/ Experience letters	25%
2	References	Exhibit at least 3 mid-term or final evaluations according to OECD/DAC criteria (within the last ten years). Evaluations ideally include two projects with a minimum project budget of 2 mio. €	List of completed evaluations (organisation, year, volume and title)	30%
3	Methodology	Description of evaluation approach	Framework, Workplan	15%
4	Bid Price	Price quoted by the agency / firm / individual;	In EUR	30%

Confidentiality and intellectual and other Propriety Rights

All reports, notes, statistics, and other documents and data compiled and collected under this Agreement shall be confidential and the property of BORDA.

Applying to this tender does not guarantee that the applicant will be awarded the contract. The selection process involves careful evaluation, and the final decision will be based on various criteria, including qualifications, pricing, and alignment with project requirements. The organization reserves the right not to award the contract to any of the bidders.

We are looking forward to receiving your proposal submissions!

Specifications for the Submission of Offers Application process

Translation and Travel costs estimation to be included in the offer, reimbursement will be conducted against invoices. Interested candidates/companies are requested to submit an electronic copy of their technical and financial proposal **by 15. Sep.2025, 11:59 PM** with the subject REF: "Evaluation BORDA WesCA 2025" to Dr. Alexander Wolf ([mail to: wolf@borda.org](mailto:wolf@borda.org))

Applicants must submit:

- Professional profile of the evaluator /company (CVs incl. evaluation reference list);
- Methodology that shall be used;
- Draft work plan and suggested timetable;
- Financial offer including budget broken down and individual daily fees; submitted Budget to contain translation and travel costs.

FAQ - Status Update Sept 9th 2025

1. Does BORDA have a preference for the evaluator to visit each country or to work remotely through local evaluators - for example to reduce air travel climate emissions?

It is preferred that the team lead is present in each country. Support by local evaluators is considered an added value. However, it is up to the bidder to suggest in their technical proposal for alternative arrangements (e.g., working with offices in other countries, trusted partners, or subcontractors).

2. Is there an upper budget limit for this evaluation? And is there a maximum budget for national and international evaluators respectively?

Yes. The available budget is limited to 25k €, incl. all travel costs. The daily rates for local consultants should be in line with local conditions, but there are no restrictions on how the entire budget is drafted. Offers will be assessed based on proposed costs (incl. reasonable, realistic budget set-up and daily rates), and quality and relevance of the proposed methodology and the team's expertise.

3. Will BORDA provide vehicles for the field trips and meetings, or should this be included in the consultant's budget?

The consultants' offer should include budget for all transportation needs. When logistically feasible, BORDA will support local transportation.

4. Should the consultant make their own accommodation arrangements in each country?

Yes. Arranging accommodation and travel is the consultant's responsibility, but our local colleagues are happy to assist. As mentioned in the TORs, BMZ travel rates apply as the maximum.

5. How much time do you envisage is required in each country, is one week sufficient?

Yes. 1 week of presence per country is considered a suitable time frame for exchange with stakeholders and data collection.

6. How many days are planned as a maximum?

The maximum amount of days are defined by the scope of the evaluation

7. What is the maximum range for the daily rates for national and international evaluators?

Daily rates should be in accordance with currently accepted rates for sector evaluations of international NGOs and match the available budget.

8. Does 'end-of-project evaluation' mean there is no extension?

No. This evaluation is restricted to the current project phase (2023-2025). BORDA expects the program to continue for another 3-year phase in the West- and Central Asian Region, but not necessarily with the identical country set-up. Evaluation results are therefore integrated in the upcoming phase.

9. How many pages are for the proposal, including work profile, methodology, work plan/timetable?

The proposal and methodology sections should be limited to few pages. Work profiles, work plan and time table should be kept as brief as possible, tabular presentations are welcomed as well.