

Evaluation  
Terms of Reference

**Regional Project South Asia:**

**Integrated Water Management in Urban Areas  
as a Core Task of Municipal Services of General Interest**

**General Information**

|                                 |                                                                                                                                                                                         |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Job title:</b>               | International specialist/Consultant for evaluation of BMZ financed project                                                                                                              |
| <b>Assignment title</b>         | Mid-term evaluation for the current running project and its implemented activities<br>(Jan. 2024 up to July/August 2025)                                                                |
| <b>Project title:</b>           | Integrated Water Management in Urban Areas as a Core Task of Municipal Services of General Interest (2024 – 2026)                                                                       |
| <b>Client:</b>                  | Bremen Overseas Research and Development Association                                                                                                                                    |
| <b>Countries:</b>               | (India, Bangladesh, Nepal)/ remote                                                                                                                                                      |
| <b>Contact for Queries:</b>     | Mr. Snehit Prakash ( <a href="mailto:snehit.prakash@borda-sa.org">snehit.prakash@borda-sa.org</a> )<br>Ms. Maren Krütten ( <a href="mailto:kruetten@borda.org">kruetten@borda.org</a> ) |
| <b>Last date of submission:</b> | 26.09.2025                                                                                                                                                                              |

## Background/ Introduction

**Bremen Overseas Research and Development Association (BORDA)** is an expert organisation dedicated to wastewater treatment, the sustainable protection of natural resources and the strengthening of social structures. BORDA was founded in 1977 by committed citizens of Bremen and is a non-profit, non-governmental organisation.

For more than 45 years, BORDA has been committed to improving the lives of disadvantaged population groups with the help of various approaches. This is achieved by developing the necessary local structures and supporting local partners in the participatory planning, implementation and operation of appropriate infrastructure systems. This involves the expansion of basic services such as decentralised sanitation, water and energy supply as well as wastewater and sewage treatment. To achieve this, BORDA works closely with over 100 partners and specific target groups. BORDA's regional offices in Cambodia, India, Jordan, Senegal and South Africa play an important role in improving living conditions and social structures in these regions.

As the executing organization for social structure promotion in municipal services of general interest at the German Federal Ministry for Development and Economic Cooperation (BMZ), BORDA focuses on cooperation projects in the water and sanitation sector in about 25 countries in the global South. These projects focus on sustainable, decentralised approaches that improve access to basic services. With these priorities, BORDA stands for the following mission: "Access to basic sanitation for all!"

### BORDA in South Asia:

Since 2018, BORDA has been focusing on the impact of rapid unplanned urbanisations and climate change on the WASH ecosystem within small towns in **South Asia (India, Nepal, and Bangladesh)**. In **India**, we are currently engaged with ~ 20 small towns across 3 states (UT of Ladakh, Karnataka & Kerala).

In **India**, we engage with 4 urban local bodies across Karnataka, Southern India, and Ladakh, northern India.

In **Bangladesh**, we engage intensively with four small towns – Savar, Kushtia, Parbatipur, and Haragachh – in partnership with leading national NGOs, Waste Concern and NGO Forum for Public Health. We facilitate end-to-end WASH system improvements including system design, infrastructure upgrades, capacity development, and behaviour change initiatives. We also supported small towns of Saidpur and Paikgacha in preparing City Scale Solid Waste Management Plans with dumpsite remediation.

In **Nepal**, with our long-standing partner ENPHO, we co-create sustainable, decentralized, and climate-resilient WASH and solid waste management solutions to deliver essential services that are inclusive, context-specific, and future-ready. We have intensive engagement in four focus municipalities – Kirtipur, Godawari, Changunarayan, and Banepa – where we work across the entire WASH service chain, from planning and design to operations and behavioural change.

## Main Objectives and Outputs

### The Project:

BORDA SA is currently operating a BMZ-project in India, Nepal and Bangladesh under the title "Integrated Water Management in Urban Areas as a Core Task of Municipal Services of General Interest".

The goal is to strengthen the capacity of small and medium-sized cities to improve water supply and sanitation with a focus on decentralized solutions to make disadvantaged populations more resilient and their living conditions more inclusive and livable. The project is implemented in 4 small towns across India, 2 small towns in Nepal and two cities in Bangladesh each and funded through BMZ (The German Federal Ministry of Economic Cooperation and Development) for the years 2024-2026.

The overall project in SA consists of a series of funding phases, that have started in 2018. BORDA aims to continue for 4 consecutive phases (Phase I: 2018-2020; Phase II: 2021-2023; phase III: 2024-2026 (current phase) and Phase 4: 2027-2029). The overall goal of the project over the entire period is to contribute to improving the living conditions of residents of small and medium-sized towns in South Asia by reducing the health and environmental risks associated with inadequate community WASH provision. In addition, it also contributes to raising awareness in the WASH sectors on climate change and gender equality.

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| <b>Project Title</b>      | Integrated Water Management in Urban Areas as a Core Task of Municipal Services of General Interest (2024 – 2026)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Overall Objective</b>  | Disadvantaged populations in small and medium-sized towns in India, Nepal and Bangladesh have access to improved municipal services in the area of WASH, which also integrate the critical issues of climate sensitivity and gender equality.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Project Objectives</b> | <p><b>OUTPUT 1: REPLICATION - PROVEN SOLUTIONS AND TOOLS ARE REPLICATED</b><br/>Proven integrated solutions and tools at urban/decentral level from previous phases (waste management, WASH facilities, faecal sludge management, DE-WATS, shit flow and waste flow diagrams, water balances) are adopted on a larger scale</p> <p><b>OUTPUT 2: INNOVATION - NEW SOLUTIONS AND APPROACHES ARE DEMONSTRATED</b><br/>New solutions and instruments (biomethanisation, material recovery facilities (MRF), shallow wastewater channels, CWIS18, groundwater recharge) for improved municipal WASH services at the urban-central level will be further developed and demonstrated based on the results of Phase I/II. Integration - Gender equality and climate sensitivity are integrated into the planning and delivery of WASH services.</p> <p><b>OUTPUT 3: INTEGRATION - GENDER AND CLIMATE ARE INTEGRATED INTO THE PLANNING AND DELIVERY OF WASH SERVICES</b><br/><br/>The cross-cutting themes of "gender equity" and "climate change sensitivity" are integrated into the project interventions and municipal processes and Results based on the climate and gender-specific WASH assessments for small towns".</p> <p><b>OUTPUT 4: DISSEMINATION AND EXCHANGE OF PROJECT RESULTS</b><br/><br/>Lessons learned in the form of SoPs, guidelines, tools, case studies and videos are widely disseminated. The WASH - Small Towns Development Agenda and Tools is successively incorporated into provincial and national development agendas.</p> |
| <b>Field of activity</b>  | Basic needs services (water, sewage and waste), urban governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Duration</b>           | 2024 - 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Beneficiaries</b>      | <p><b>Direct beneficiaries, 250,000</b></p> <p>India: Four small towns &lt; 100,000 inhabitants - direct target group 225,000</p> <ul style="list-style-type: none"> <li>• Leh: pop. 5000</li> <li>• Kargil: pop. 5000</li> <li>• Chintamani: pop. 7500</li> <li>• Chikkaballapura: pop. 7500</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | <p>Nepal: Two small towns &lt; 80,000 inhabitants direct target group 5,000</p> <ul style="list-style-type: none"> <li>• Godawari: pop. 2,500</li> <li>• Kirtipur: pop. 2,500</li> </ul> <p>Bangladesh: Two cities &lt; 250,000 inhabitants - direct target group 20,000</p> <ul style="list-style-type: none"> <li>• Savar: pop. 10,000</li> <li>• Kushtia: pop. 10,000</li> </ul> <p><b>Indirect beneficiaries</b><br/>Professionals and organisations outside the intervention areas of the 8 partner cities, who are sensitised by the project-specific implementation and capacity-building measures (during the dissemination of the approaches), thereby benefit and can act as multipliers for the project approaches.</p>                                                                                                                                                                   |
| <b>Countries and locations</b> | <p><b>India: Four small towns &lt; 100,000 inhabitants</b></p> <ul style="list-style-type: none"> <li>• Leh: Population 35,807, + same number of seasonal migrant workers. migrant workers. Ladakh</li> <li>• Kargil: Population 16,338, + same number of seasonal. migrant workers. Ladakh</li> <li>• Chintamani: population 95,167, Karnataka</li> <li>• Chikkaballapura: population 86,625, Karnataka</li> </ul> <p><b>Nepal: Two small towns &lt; 80,000 inhabitants</b></p> <ul style="list-style-type: none"> <li>• Godawari: population 72,521, in the Kathmandu Valley</li> <li>• Kirtipur: population 67,171, in the Kathmandu Valley</li> </ul> <p><b>Bangladesh: Two cities &lt; 250,000 inhabitants</b></p> <ul style="list-style-type: none"> <li>• Savar: population 124,885, near the capital Dhaka</li> <li>• Kushtia: population 226,316, in the southwest of Bangladesh</li> </ul> |

### The Evaluation:

The main purpose of this evaluation is to provide an independent mid-way assessment of the progress to date, through an analysis of relevance, coherence, effectiveness, efficiency, and orientation to **impact** and **sustainability** of the project. The overall objective is to assess the project according to OECD-DAC evaluation criteria.

The specific objectives of the evaluation are the following:

- **Determine project progress based on 50% timelines**
- **Assess the implementation** of the project to date, identifying factors affecting project implementation (positively and negatively) according to the framework mentioned above
- **Determine** whether the implementation of activities is meeting the expected results and outcomes as per log-frames of each country
- **Provide recommendations** on alignment of program to German Development Cooperation agenda and mechanisms/ tools to highlight the impact of Development Cooperations

Preferable digital interviews shall be conducted to evaluate and project results should be developed through surveys with direct project partner cities, project partners and participants and the analysis of the environment of development sector policies (e.g. international donors).

As the infrastructure implementation aspect of the program is in the incipient phase, field work/ site visits will not be necessary. In case of any requirements the same can be built additionally into the program.

## Scope

The evaluation shall cover the entire implementation period of the current project phase until the time of evaluation (i.e. 1<sup>st</sup> January 2024 till 30<sup>th</sup> until August 2025). 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 to assess 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. As such, the consultant will apply a participatory approach to ensure that the project team will be closely involved in the entire evaluation so that achievements as well as challenges will be discussed openly and earnestly.

The findings of this evaluation will also assist the BMZ project to steer the project interventions towards reaching the expected results and to receive instructive lessons-learned, which will be highly relevant for future activities and interventions.

The evaluation team shall seek to assess:

- The approach of the project in terms of implementation arrangements (management structure, operational strategies, monitoring system and procedures)
- Identify any constraints, internal or external to achieving progress;
- Identify challenges and obstacles faced during the implementation of the project
- Identify the degree of flexibility and adaptability to facilitate rapid responses to changes in circumstances.

The evaluation will integrate gender equality and social inclusion, specifically considering women and children, throughout its deliverables and process. Furthermore, it should pay attention to issues related to poverty reduction and environmental and climate resilience approaches as they are essential goals in the SDGs.

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

- 1) **Relevance of the project** – Does the project design and assumption align to national, and German Government (BMZ) development goals? Indicative questions are described below:
  - i. Is the project relevant to the objectives of German Government development aid goals, specifically is it aligned with the German Government's New Urban Agenda?
  - ii. To what extent are the activities consistent with respective national and provincial development priorities?
- 2) **Effectiveness of the project** – Is the project successful in achieving its goals and objectives? The indicative questions are detailed out below:
  - i. What is the status of achievements against outputs and outcomes as promised according to log frame?
  - ii. Does the project achieve the results expected in terms of the planned activities, outcome, and impact?
  - iii. What are determining reasons for reaching or not reaching the objectives?
  - iv. Assess if any of the planned or implemented activities are not aligned with the approved log-frame of the project
  - v. To what extent are the outputs consistent with and relevant to the project objective and expected accomplishments?
  - vi. Does the project benefit the target group in true spirit of the project design?
- 3) **Efficiency of the Project Design** – Is the use of resources in achieving project goals judicious and

economical in line with BMZ and national guidelines and rules? The indicative questions are as below:

- i. Does the project achieve its objectives within the anticipated budget and allocation of resources (cost-benefit analysis or cost-impact analysis)?
- ii. Is the process of achieving results efficient? Specifically does the actual or expected results (outputs and outcomes) justify the costs incurred? Are the resources effectively utilized?
- iii. Are project activities adequately coordinated with other organizations, projects, etc.? What does support or hamper coordination?
- iv. Project activities: Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?

4) **Sustainability of the project** - assessing the extent to which the benefits of a project, program or policy are maintained after formal support has ended. Indicative questions are:

- i. To what extent are the benefits of the project likely to be sustained after the completion of this project?
- ii. What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?
- iii. To what extent are the objectives of the activity still valid? How can the activity be replicated in other small towns in the region?

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

## Design and Approach

The (on-site) evaluation in SA consists of several phases:

- **Contract and virtual kick-off meeting:** to sign the contract and clarify the TOR's and the assignment
- **Documentation review:** The consultant studies all necessary project documents; proposal, MoVs, quarterly and annual reports, etc.
- Analyze the intervention logic theory
- **Briefing with the respective project teams:** An introductory meeting with the project team as well as individual meetings with project management and technical engineers
- **Inception-Phase:** An 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)/ Digital Meetings** (If field visits are planned to be conducted to different locations (in the three countries), this shall be done based on prior workplan to validate key tangible outputs and interventions.) The digital meetings shall be used to conduct individual interviews as well as focus group discussions
- Submission of the draft Final Report
- **Debriefing/Presentation:** Presentation of key findings and recommendations
- After final comments, submission of the Final Report

## Expected Deliverables, payment schedule and workplan

### 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 is drafted, submitted.
- **Final draft evaluation report** (about 15-20 pages without annexes), including a draft executive summary and the results-assessment form (part of the reporting requirement);
- **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                                              | Desirable Timeline in 2025* |                          |                          |                            |
|---|---------------------------------------------------|-----------------------------|--------------------------|--------------------------|----------------------------|
|   |                                                   | 30th September              | 10 <sup>th</sup> October | 31 <sup>st</sup> October | 15 <sup>th</sup> November. |
| 1 | Award of contract                                 |                             |                          |                          |                            |
| 2 | Phase I: Inception Report                         |                             |                          |                          |                            |
| 3 | Phase II: Draft Assessment Report                 |                             |                          |                          |                            |
| 4 | Phase III: Final Assessment Report & Debrief +PPT |                             |                          |                          |                            |

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

#### **Schedule of payment**

|   | Deliverable                   | Percentage Payment | Remarks      |
|---|-------------------------------|--------------------|--------------|
| 1 | Phase I: Inception Report     | 20%                |              |
| 2 | Phase II: Draft Report        | 40%                |              |
| 3 | Phase III: Final Report & PPT | 40%                | Post debrief |

#### **Workplan**

**Please find below an exemplary workplan** for this assignment. The evaluation is foreseen to start by October 2025 and to be completed by mid of November 2025. The submission of the final report 15<sup>th</sup> November (to be discussed).

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | International Expert (days) | Location           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------|
| <b>Desk Phase</b> – Inception & Preparation phase / Desk Study                                                                                                                                                                                                                                                                                                                                                                                                                    | Up to 8                     | Remote             |
| <b>In Person/Digital Meetings:</b> Phase and data collection including: <ul style="list-style-type: none"> <li>Kick-off meeting with local team/ partners</li> <li>Meeting with local representatives &amp; stakeholders national level</li> <li>Meeting with local representatives &amp; stakeholders communal &amp; provincial level</li> <li>Meeting with water sector representatives, donors, BMZ representatives</li> </ul> <b>Debrief with BORDA project team in India</b> | Up to 15                    | Most likely Remote |
| <b>Data Analysis</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Up to 6                     | Remote             |
| <b>Debriefing and completion</b> of final report                                                                                                                                                                                                                                                                                                                                                                                                                                  | Up to 10                    | Remote             |
| <b>Total Working days</b> (incl. travels)                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Up to 39</b>             |                    |

#### **Budget/ Financial Offer**

Please provide a financial offer of maximum 20.000 € that clearly outlines

- Honorarium gross amount (daily rate)
- Honorarium net amount
- Estimated Budget for travel expenses (including VAT), in case traveling is planned

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

(BORDAs Travel Policy (e.g. daily allowances, accommodation costs, etc.) is based on the Federal [Travel Expenses Act \(BRKG\)](#) and the [Foreign Travel Expenses Ordinance](#) (Auslandsreisekostenverordnung).)

## Roles and Responsibilities

### BORDA:

- providing support to coordinate meetings with stakeholders from the sector
- Further administrative support will be provided upon demand ((digital) meeting set-up, hotel bookings etc.)
- persons in charge will be identified and assist the expert throughout the evaluation phase
- preparing and providing all required documents to expert

### Consultant/ Expert:

- working jointly with the project teams in the countries under the supervision of the Regional Director (coordination)
- proposing a schedule for necessary meetings
- (organizing flights and visa for field visits in the countries, if travelling is part of the method)

## Required skills and competencies

### Required skills, experience and contextual knowledge:

- At least 5 years overall professional experience and bachelor's degree in 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 & sanitation sector (5-10 years); technical expertise desirable
- Knowledge of the water and sanitation sector in the south Asian region is a plus
- Experience with evaluations of sanitation and wastewater management projects
- Experience qualitative data collection and analysis is desirable
- Excellent communication skills in English written and verbal (Local languages are 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
- The evaluations should include two 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)

## 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)<br><br>Required Language skills     | Certificate of Registration / CV/ Experience letters                 | 25% |
| 2 | References         | Exhibit a minimum of 3 mid-term or final evaluations according to OECD/DAC criteria (within the last ten years).<br>The evaluations should include two projects with a minimum project budget of 2 Mio. € (which are scored higher) | List of completed evaluations (organization, 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

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 26.09.2025, 11:59 PM** with the subject REF: "Evaluation BORDA SA" to Maren Krütten: [kruetten@borda.org](mailto:kruetten@borda.org).

#### Applicants must submit:

- Professional profile of the evaluator /company (CVs), including list of references;
- 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 travel costs if travelling shall take place