

## Mid-Term Evaluation Terms of Reference

### Regional project: Poverty Reduction and Sustainable Protection of Natural Resources in Latin America – Phase III

#### General information

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Job title:	International specialist/Consultant for mid-term evaluation of BMZ financed project
Project title:	Regional project: Poverty Reduction and Sustainable Protection of Natural Resources in Latin America – Phase III
Donor contract no.:	PN 201826155/BOR0005
Donor:	Federal Ministry for Economic Cooperation and Development
Project country:	Mexico, Nicaragua, Cuba

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#### About BORDA Latin America

BORDA (Bremen Overseas Research and Development Association), founded in 1977, is a civil society expert organization focused on the provision of essential public services. BORDA’s regional office in Latin America has been registered in Mexico in 2015 and its office is located in Mexico City. From there BORDA supports the planning and implementation of integrated and decentralized solutions for water and waste management. The intervention options range from the household level to small communities and towns to water catchment areas. BORDA’s mission in Latin America is to create innovative and sustainable water, sanitation and waste services for the future and build local capacity in the process. In Latin America BORDA is active in Mexico, Nicaragua and Cuba.

#### Project Context and Background

<b>Field of activity:</b>	Basic needs services (water, sewage and waste)
<b>Project Duration:</b>	2022-2023
<b>Project overall</b>	Poverty reduction by localizing the SDGs and the New Urban Agenda: integrated, decentralized solutions for

<b>objective (Impact)</b>	sanitation and wastewater management (i-DELSA) contribute to the establishment of inclusive, livable and climate-resilient settlements in Latin America.
<b>Project Goal</b>	Capacities for the implementation of integrated, decentralized solutions for sanitation and wastewater management (i-DELSA) to strengthen social structures in disadvantaged residential areas in Cuba, Mexico and Nicaragua have been developed. The following effects are achieved:
<b>Project area:</b>	Latin America, with specific focus on: - Mexico: Municipalities Taxco de Alarcón, Guerrero & Cuajimalpa de Morelos, CDMX - Nicaragua: Wiwili, Municipalities Nueva Segovia & Wiwili, Jinotega - Cuba: San Miguel del Padrón; Havana
<b>Beneficiaries:</b>	<b>Direct:</b> Disadvantaged population groups, including particularly disadvantaged women and children, and ethnic minorities. <b>Indirect:</b> City administrations, educational institutions, specialist authorities, civil society institutions.
<b>Funded by:</b>	Federal Ministry for Economic Cooperation and Development – Germany (BMZ)

## Purpose and Objectives of the Mid-term Evaluation

Mid-term evaluation 2022-2023, including taking results from evaluation funding phase 2019-2021 evaluation into account:

The overall project in Latin America consists of a series of funding phases, that started in 2015. Currently the final phase is being conducted (2022-2023), overall leading to an Exit of BORDA beyond that. The overall goal of the project over the entire period 2015-2023 is to contribute to the establishment of inclusive, liveable and climate-resilient settlement areas and thus to help strengthen social structures in disadvantaged residential areas in Cuba, Mexico and Nicaragua. By promoting an innovative approach to decentralized, water-related services of general interest, the localization of the SDGs and the New Urban Agenda in a prominent field of poverty reduction is made concrete and possible.

The main purpose of this mid-term evaluation is to provide an independent 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 and to secure the project results until the end of 2023, taken into consideration that BORDA is exiting and ending its intervention in Latin America by the end of 2023. The specific objectives of the evaluation are the following:

- a) Assess the implementation of the project to date, identifying factors affecting project implementation (positively and negatively).
- b) Determination of whether the implementation of activities is meeting the expected results and outcomes as per log-frames of each country.
- c) Identify lessons learnt and potential good practices for the key stakeholders in sanitation and wastewater services
- d) Verify whether the value chain of sanitation/waste management service provision in different countries are strengthened by the project.
- e) Identify whether local and regulating authorities are strengthened with skills, knowledge and tools to identify key priority areas as well as solutions/quality controlling systems and partnerships, for the coordinated and sustainable provision of sanitation and waste management services.
- f) Provide strategic recommendations for the respective sector in general in each country and the project specifically to improve implementation of the project activities and attainment of project objectives.

Through on-site surveys, the strategic orientation for the remaining project duration is to be adjusted, if necessary, and the documentation of the project results is to be secured accordingly. The degree to which the expected outputs and impacts have been achieved to date will be examined and, if necessary, proposals for adapting measures to be implemented will be identified. In addition to the evaluation of the existing project documentation, a differentiated picture of the course of the project and the project results to date should be developed through surveys of direct project partners and participants and the analysis of the development policy environment (e.g. international donors).

## Scope

The mid-term evaluation will cover the whole implementation period until the time of evaluation, i.e., 01. January 2022 till 30<sup>th</sup> of April 2023. The evaluation will analyze the whole scope of the project and its results framework, which comprises all elements of the intervention logic.

The mid-term evaluation is an important learning experience that provides 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, providing a shared understanding on how further improvements to the project can be made.

The findings of this evaluation will also assist the BMZ project to steer the project interventions towards reaching the expected results and to make timely adaptations in close cooperation with beneficiaries, partners and the donors. The team will 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 mid-term 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 SDGs.

## Evaluation Questions

The following evaluation DAC criteria are to be used; related evaluation questions are pro- posed for the evaluation process. From the 6 DAC criteria will be taken into consideration relevance, coherence, effectiveness, efficiency, impact and sustainability with special focus on the below mentioned criteria mainly.

- o **Relevance and Coherence of the Project:** Which changes in the relevant polices were adopted to ensure the integration of the sanitation services pro- vision within the governmental polices:

To what extent are the interventions of the project in line with the government overall strategies and context in each country, local institutions, and relevant stakeholders?

To what extent do the project interventions contribute to assessing beneficiaries' needs in provision of needed sanitation services as outlined in project document?

To which extent were the project activities applied and adopted by local entities?

How do actors from private and public sector assess the current project interventions and results achieved so far? Does the project complement and not overlap other donor funding and government initiatives?

- o **Effectiveness of the Project:** Evaluation of the overall project implementation compared to the plans and targets:

Is the project on-track to achieve the expected targets by completion?

Is the project making sufficient progress towards its planned objectives? Will the project be likely to achieve its planned objectives upon completion? What are the

main constraints, challenges and areas in need of further attention? To what extent has the solutions, tools and methods provided by the project interventions, been followed and applied?

To what extent does the project reach the selected target group and how far project interventions have contributed towards addressing their needs and constraints? How have stakeholders been involved in project implementation? How effective has the project been in establishing national ownership? Is the project management and implementation participatory and is this participation contributing towards the achievement of the project objectives? What were the major factors influencing the achievement or non-achievement of the project goals?

o **Efficiency of implementation:** Evaluation of project set-up and steering:

Do the project team members have a clear and comprehensive understanding of their role?

Does project management facilitate good results and efficient delivery? Have the financial and human resources (team, management, administration) been efficiently allocated and does it enable learning, knowledge exchange and synergies between the staff members and the different structure units?

How effective is communication between BORDA project team and the national implementing partners?

How effectively does BORDA project management monitor project performance and results?

o **Impact of the Project:** Evaluation of positive and negative changes produced by the project interventions, directly or indirectly, intended or unintended:

What has happened as a result of the project?

What real difference has the activity made to the beneficiaries? How many people have been affected?

To what extent did the project affect peoples' lives?

o **Sustainability of the Project:** Evaluation whether the benefits of the project implemented activities are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable:

To what extent did the benefits of the project continue after donor funding ceased? What were the major factors which influenced the achievement or non-achievement of sustainability of the program or project?

## Design and Approach

The on-site evaluation in Latin America consists of several phases:

- Contract and Kick-off meeting:** to sign the contract and clarify the TOR and the assignment.
- Documentation review:** The consultant studies all necessary project documents; MoVs, Qs and annual reports, previous evaluation reports.
- Analyze the intervention logic theory.
- Briefing with the team:** An introduction meeting with the project team as well as individual meetings with project management and technical engineers.

- Inception-Phase:** An inception report, to be submitted one week 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 based on prior workplan to validate key tangible outputs and interventions. The field visits and meetings will be used to conduct individual interviews as well as focus group discussions.
- Debriefing/Presentation:** Presentation of key findings.
- Submission of the draft Final Report**
- After final comments submission of the **Final Report.**
- Present the findings and recommendations
- Documentation of the preliminary findings and recommendations along with the final discussion on site – debriefing.

### **Proposed methods:**

Throughout the different phases of the evaluation data and information will be collected and obtained through different methods such as:

- Analysis of documents
- Structured interviews
- Semi-structured interviews face-to face or remotely (exceptions)
- Key informant interviews
- Group discussions
- Survey
- Observation and others.

All data collected needs to be disaggregated by gender, age group and where feasible also in terms of disability.

### **Evaluation Matrix**

Developing the evaluation matrix is the first task and the integral part when it comes to preparing the inception report. When developing the evaluation matrix, the consultant should follow the following elements:

- Evaluation criteria
- Evaluation questions
- Indicators
- Sources
- Methods for data collection

### **Expected outputs and deliverables/report**

- a. **Inception report** (approx. 10-15 pages) containing appropriate methodology to be applied during the mid-term evaluation, as well as the work plan to be used during the assignment is drafted, submitted.
- b. **Final draft evaluation report** (about 30-35 pages without annexes), including a draft executive summary and the results-assessment form (part of the reporting requirement);
- c. **Power-Point 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 and Spanish.

## Workplan

**30 working days** are currently estimated for this assignment. The mid-term evaluation is foreseen to start by beginning/mid of April 2023 and to be completed by mid-May 2023. The submission of the final report until 22<sup>nd</sup> of May 2023.

Activity	International Expert (days)
Desk Phase – Inception	4
Field Visits Phase and data collection	15
Data Analysis	5
Debriefing and completion of final report	6
<b>Total</b>	<b>30</b>

### Evaluation Management Arrangements:

The international evaluation specialist will work jointly with the project team in three countries under the supervision of the Regional Director (and e.g..assistant). The project team will provide administrative and logistical support as needed, e.g. for coordinating meetings with relevant local stakeholders from the sector.

He/She is expected to have the following skills:

- Experience in working in the international development sector
- Experience in conducting evaluations of complex contexts
- Technical and methodological expertise and experience
- Experience with evaluations of sanitation and wastewater management projects
- Excellent communication skills in English & Spanish
- Evaluation experience in project countries would be an asset

Additionally, the following skills are expected from the evaluator.

#### General experience and skills

- At least 7 years overall professional experience and Bachelor degree in relevant field as in International Development, Development Economics/Planning, Sanitation, Wastewater Management and any other related university degree;
- At least 3 years of experience in working with international development and evaluating according to the OECD/DAC criteria;
- Experience in at least 3 evaluations in position as a lead for mid-term and/or final evaluation;
- Profound technical expertise in the field of rural development, sanitation and wastewater management, private sector and business development;
- Extensive expertise, knowledge, and experience in the field of evaluation of development programs;
- Experience of program formulation, monitoring and evaluation and qualitative data collection and analysis;
- Fluency in English & Spanish. Excellent written and verbal communication skills in English and Spanish.

## **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 March 31<sup>st</sup> 2023** with the subject REF: “Mid-term evaluation BORDA Latin America” to [ulbrich@borda.org](mailto:ulbrich@borda.org)

### **Applicants must submit:**

- Professional profile of the evaluator /company (CVs);
- 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

The offer will be evaluated by using the best value for money approach (combined scoring method). Technical proposal will be evaluated on 70%. Whereas the financial one will be evaluated on 30%.