



## TERMS OF REFERENCE (TOR)

ETHIOPIA

### GENERAL INFORMATION

**Services/Work Description:** Recruitment of Consultant for Conducting Project Terminal Evaluation

**Project/Program Title:** Ethiopian NAMA: Creating Opportunities for Municipalities to Produce and Operationalize Solid Waste Transformation (COMPOST)

**Post Title** National Consultant (NC)

**Consultant Level** Level B

**Duty Station:** Addis Ababa

**Expected Places of Travel** Adama, Bihoftu, Bahir Dar, Diredawa, Hawassa

**Duration:** Work to be carried out **over 40-days** period

**Expected Start Date:** Immediately after concluding the contract agreement

### I. BACKGROUND / RATIONALE

#### I. BACKGROUND/ PROJECT DESCRIPTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full- sized project titled Ethiopian NAMA: Creating Opportunities for Municipalities to Produce and Operationalise Solid Waste Transformation (COMPOST) (PIMS 5541) implemented through the Ministry of Urban Development and Construction. The project started on the 1st of January 2017 and is in its 4th year of implementation. The TE process must follow the guidance outlined in the

document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' ([TE Guidance](#)).

The COMPOST project is designed to promote greater use of Integrated Solid Waste Management (ISWM) and Urban Green Infrastructure (UGI) approaches in Ethiopian cities and towns that will assist the Government of Ethiopia in achieving the objectives of its Growth and Transformation Plan (GTP II). This will be achieved through four outcomes: i) strengthening the regulatory and legal framework and institutional coordination mechanisms to integrate ISWM and UGI within urban systems; ii) a developed market-based system with micro and small enterprises (MSEs) that are supported professionally to ensure financial sustainability of compost production and utilization; iii) implementation of a Nationally Appropriate Mitigation Action (NAMA) that transforms the capacity of integrated urban systems to generate large emission reductions; iv) operationalised urban systems that integrate ISWM and UGI, with quantified GHG emission reductions, within a NAMA framework.

At the end of its lifetime, the COMPOST project will deliver direct annual emission reductions from UGI initiatives and ISWM equal to approximately 306,000 and 132,321 tCO<sub>2</sub>e, respectively. These will accrue from the annual generation of 45,489 tones of compost from 151,629 tones of household organic waste, and the reforestation of 33, 309 ha of degraded land by the end of the 5-year project lifetime. By assuming a lifetime of 20 years for compost facilities and managed landfills as well as for carbon sequestration and the generation of renewable biomass for thermal energy, the direct emission reductions generated by the project will be 8.33 MtCO<sub>2</sub>e, giving a GEF abatement cost of 0.80 US\$/tCO<sub>2</sub>e. The number of direct jobs created through composting by the end of the 2021 will be 744, of which at least 50% will be for women and youth. Additional direct jobs will be created by the UGI activities of the project, such as in nurseries, and digging and planting of trees. The project will produce co-benefits such as increased resilience of urban areas to drought and flooding hazards, and improved quality of life in urban areas.

Project interventions are in line with the Climate Resilient Green Economy (CRGE) strategy of Ethiopia. In addition to the CRGE, the project is also linked to other strategies developed to promote urban green development that cover both Integrated Solid Waste Management (ISWM) and Urban Green Infrastructure (UGI) that support country focus towards developing a renaissance of its cities and contribute to building a green economy. The major policies and strategies related to the project are the (1) Climate Change Resilient Urban Green Development Strategy (CCRUGDS) developed to ensure that Ethiopian cities contribute towards national development and transformation and the (2) Climate Change Resilient Green Infrastructure Strategy which identifies areas that have a significant contribution to GHG emissions and which have a serious impact on climate change. It also contributes to SDGs mainly, SDG 11 Sustainable Cities and Communities; SDG 12 Responsible Consumption and Production and SDG 13 Climate Action

The project is implemented through Ministry of Urban Development and Construction in Six cities; Adama, Bishoftu, Bahir Dar, Diredawa, Hawassa and Mekelle. Partnership has been established with like minded organizations from federal to city levels who are organized under steering committee and technical committees. The project has passed through Mid Term Review process by independent consultants from which report is available.

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. It also identifies intended and unintended project impacts, success stories, areas of improvement during remaining project period and recommend possible scale up or replicating strategies. The TE will also review the project's strategy, risks and opportunities to achieve project objectives during remaining time period and sustain results.

Major partners of the NAMA COMPOST project are the Ministry of Urban Development and Construction (MUDC), Ministry of Finance (MOF), the six city administrations, Environment, Forest and Climate Change, Ethiopia Standardization Agency, Micro and Small Enterprises and regional bureaus.

#### COVID-19 Country Situation and Impacts on Project

Following the outbreak of the COVID-19 pandemic, there have been subsequent movement restrictions imposed by the government to prevent wide spread of the virus. This has had impacts on capacity building related activities such as workshops and international travel. Moreover, companies such as Ethiopian Airlines, which were identified as potential buyers of carbon (carbon offsetters), were seriously affected by COVID-19. As a result, the market offset mechanism established by the project to generate sustainable income is not functioning.

Currently, despite the wide spread of COVID-19 throughout the country, there is no need for quarantine or restriction on movements. Only international travelers are required to have a COVID-19 test 72 hours before departure or get tested on arrival.

## II. SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (TE Guidance). The evaluators shall complete their work within 40 days and consult project stakeholders and beneficiaries at federal as well as cities (Adama, Bahirdar, Bishoftu, Direedawa, Hawassa, Mekelle) level.

#### COVID-19 Impacts on Project Outcomes and Reprogramming

The outbreak of the COVID-19 pandemic and subsequent movement restrictions imposed to prevent its wide spread have disrupted implementation of project activities as planned, mainly in 2020. The livelihoods of many micro and small enterprises engaged in recyclable waste collection and sales business were affected because their market was impacted by the pandemic. The project has tried to minimize impact of COVID-19 on project beneficiaries by reprogramming budget from activities which could not be implemented such as training to creation of project-related temporary jobs such as waste collection.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(\*)” indicates criteria for which a rating is required.

## Findings

### i. Project Design/Formulation

- National priorities and country driven ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

### ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards (Safeguards)
- Impact of COVID-19 on project implementation and beneficiaries.
- Mitigation measures taken against COVID-19 and its impact.

### iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment

- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact
- Impact of COVID-19 on achieving project results.

#### iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

### III. EXPECTED OUTPUTS AND DELIVERABLES

The IC who will serve as team expert of the TE shall prepare and submit:

- TE Inception Report: NC in partnership with his/her team leader (the international consultant) clarifies objectives and methods of the TE no later than 2 weeks before the TE mission. NC together with the team leader submits the Inception Report to the Climate Resilience and Environmental Sustainability (CRES) Unit and project management. Approximate due date: Sept 23, 2021
- Presentation: IC presents initial findings to project management unit, experts and leadership from IP and cities and UNDP country office at the end of the TE mission. Approximate due date: Oct 05, 2021

- Draft TE Report: TE team (international and national consultants) submits full draft report with annexes within 3 weeks of the end of the TE mission. Approximate due date: Oct 13, 2021
- Final TE Report\* and Audit Trail: IC submit revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the project management unit 1 week of receiving UNDP comments on draft. Approximate due date: Oct 14, 2021

\*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>1</sup>

#	Deliverables/Outputs	Estimated Duration to Complete	Review and Approvals Required
1	TE Inception Report (TE team clarifies objectives, methodology and timing of the TE)	No later than 2 weeks before the TE mission: (23 Sept 2021)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation (On Initial Findings)	End of TE mission: (5 Oct 2021)	TE team presents to Commissioning Unit and project management
3	Draft TE Report (Full draft report <i>(using guidelines on report content in ToR Annex C)</i> with annexes	Within 3 weeks of end of TE mission: (13 Oct 2021)	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail (Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report <i>(See template in ToR Annex H)</i> )	Within 1 week of receiving comments on draft report: (14 Oct 2021)	TE team submits both documents to the Commissioning Unit

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>2</sup>

<sup>1</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

<sup>2</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

#### IV. INSTITUTIONAL ARRANGEMENTS

The principal responsibility for managing this TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Ethiopia Country Office.

The commissioning unit will contract the consultants and ensure the timely provision of payments for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits. The commissioning unit will not arrange international or local flights or pay DSA. The commissioning unit will only arrange vehicle for travel to the five cities. Progress evaluation of Mekelle will be based on available data.

The NC is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the city administrations, direct beneficiaries, and other stakeholders.

Engagement of stakeholders is vital to a successful TE, thus, stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to Project staff, MUDC, EFCCC, City administrations MoF, MSEs, compost users, etc. Additionally, the TE team is expected to conduct field missions to Adama, Bahirdar, Bishfotu, Diredawa, Hawassa and if the situation allows Mekelle. If field missions are not possible due to the COVID-19 situation as intended, the consultants will use different alternatives to get data and information from those areas and these include conducting virtual interview through phone or virtual communication platforms and sending out questionnaires. During the field visit the project office will provide the necessary logistics and administrative support to facilitate productive gathering of information from project beneficiaries and stakeholders at region level.

##### Virtual Meetings and Interviews during COVID-19

Arranging virtual meetings and interviews might be required if restrictions on movement are imposed by government due to COVID-19. In case of such situation, the project office will provide e-mail addresses or telephone numbers of participants to the consultants. Communication expenses will not be covered by the project unit.

#### V. LOGISTICS AND ADMINISTRATIVE SUPPORT

The Consultant will be responsible for providing his/her own working station including but not limited to Office Space; Equipment; Secretarial services; Local transport service; Arrangement of workshop(s) (if validation is required). For travels outside of Addis Ababa to the five project cities, UNDP will arrange vehicles. The IC is responsible for all other travel arrangements. Access to the

key stakeholders and arrangement of meetings and associated costs will be facilitated and managed by UNDP and MUDC.

## VI. TIMEFRAME

The total duration of the TE will be approximately 40 days over a time period of 8 weeks starting on 14 September 2021. There will be flexibility in extending the timeframe in the event that the work of the evaluation team is affected by COVID-19. But related costs will not be compensated by the commissioning unit. The tentative TE timeframe is as follows:

Timeframe	Activity
<i>August, 10, 2021</i>	Application closes
<i>August 11, 2021</i>	Selection of TE team
<i>September, 13, 2021</i>	Preparation period for TE team (handover of documentation)
<i>September 14-19, 2021 (6 days)</i>	Document review and preparation of TE Inception Report
<i>September 20-23, 2021 (4 days)</i>	Finalization and Validation of TE Inception Report; latest start of TE mission
<i>September 24 – Oct 4, 2021 (12 days)</i>	TE mission: stakeholder meetings, interviews, field visits, etc.
<i>October 5, 2021(1 day)</i>	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
<i>October 6-11, 2021 (7 days)</i>	Preparation of draft TE report
<i>October 12-13, 2021 (2 days)</i>	Circulation of draft TE report for comments
<i>October 14, 2021 (1 day)</i>	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
<i>October 15, 2021 (1 day)</i>	Preparation and Issuance of Management Response
<i>October, 16, 2021 (1 day)</i>	Concluding Stakeholder Workshop (optional)
<i>October, 17, 2021</i>	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

## VII. QUALIFICATION AND TEAM COMPOSITION

The National Consultant will work in close collaboration with an international consultant. The National Consultant will *assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, translate data collection tools to the local language and collect data from the field.*

The National Consultant cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.



The National Consultant should have the following qualifications:

a. Education

- The National Consultant should have Master's degree in climate change, GHG emission reduction, Afforestation and land rehabilitation or other closely related field

b. Experience National Consultant

- Relevant experience with results-based management evaluation methodologies.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to climate change mitigation
- Experience in evaluating projects;
- Experience working in East Africa;
- Experience in emission reduction calculation, data collection and analysis, MRV for 7 years;
- Demonstrated understanding of afforestation, waste management, composting;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset.

c. Language National Consultant

- Fluency in written and spoken English
- Fluency in Amharic

d. Functional Competencies:

- Practical experience in evaluating development projects particularly in relation with GHG emission reduction and mitigation measures.
- Experience in similar assignments and leading consultancy tasks
- Experience in formulating development strategies and policies;
- Excellent public speaking and presentation skills]
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.

e. Core Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

**Important Note:**

The Consultant is required to have the abovementioned professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

## VIII. CRITERIA FOR SELECTING THE BEST OFFER:

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
  - a. Technical Criteria weight is **70%**
  - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
	70%	100
▪ <b>Criteria a.</b> Educational relevance: close fit to post		10 pts
▪ <b>Criteria b.</b> Understanding the scope of work and organization of the proposal		50 pts
▪ <b>Criteria c.</b> Experience in similar assignment		30 pts
▪ <b>Criteria d.</b> Previous work experience in Africa/ Ethiopia		10 pts
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	<b>30</b>

## IX. PAYMENT MILESTONE AND AUTHORITY

Payments will be made based on actual days worked and upon submission of agreed deliverables (of satisfactory quality) and supporting documents. The consultant will be paid based on the effective UN exchange rate (where applicable), only after approving authority confirms the successful completion of each deliverable as per the following payment schedule:

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 <sup>st</sup> Installment	Final TE Inception Report	The Project Management Unit	20 %
2 <sup>nd</sup> Installment	Draft TE report	The Project Management Unit “	40 %
3 <sup>rd</sup> Installment	Final TE report	The Project Management Unit and Regional Technical Advisor (via	40 %

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
	<ul style="list-style-type: none"> <li>• The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.</li> <li>• The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut &amp; pasted from other MTR reports).</li> <li>• The Audit Trail includes responses to and justification for each comment listed.</li> </ul>	signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail	

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid. However, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

## X. TOR ANNEXES

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

## ToR Annex A: Project Logical/Results Framework

<b>Intended Outcome as stated in the UNDAF/Country Programme Results and Resources Framework:</b> <i>By 2020, the governance systems, use of technologies and practices, and financing mechanisms that promote low carbon climate-resilient economy and society are improved at all levels.</i>					
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> UNDAF Outcome 2: By 2020 private-sector driven industrial and service sector growth is increasingly inclusive, sustainable, competitive and job-rich. UNDAF Outcome 5: By 2020 key Government institutions at federal and regional levels, including cities, are able better to plan, implement and monitor priority climate change mitigation and adaptation actions and sustainable resource management. UNDAF Outcome 13: By 2020, national and sub-national institutions apply evidence-based, results-oriented and equity-focused decision-making, policy formulation, programme design, monitoring, evaluation and reporting.					
<b>Applicable Outputs from the 2014 – 2017 UNDP Strategic Plan:</b> Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.					
<b>Applicable Output Indicators from the UNDP Strategic Plan Integrated Results and Resources Framework:</b> Output 1.3 indicator 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level. Output 1.3 indicator 1.3.2: a) Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste; b) Number of new jobs created through solutions for management of natural resources, ecosystem services, chemicals and waste.					
	Objective and Outcome Indicators	Baseline <sup>84</sup>	Mid-term Target	End of Project Target	Assumptions <sup>85</sup>
<b>Project Objective:</b> To promote significantly greater use of Integrated Solid Waste Management (ISWM) and Urban Green Infrastructure (UGI) approaches in Ethiopian cities and towns in alignment with the National Growth and Transformation Plan for the urban sector	Direct project CO <sub>2</sub> emission reductions from the range of interventions proposed by the project, kilotonnes CO <sub>2</sub> <sup>86</sup>	0	50	438 <sup>87</sup>	Continued political commitment to integrate best practices for ISWM and UGI into development planning and implementation.  The successful implementation of the project is premised on the assumptions that: (a) waste sorting is effective and results in good-quality compost
					feedstock; (b) the organic feedstock can be composted and is not contaminated; and (c) farmers and municipal governments agree to use the compost.  Project MRV reports are completed on specific project interventions from the 6 cities, including organic waste diversion from landfills, urban forestry and use of renewable biomass for fuel wood.
	Cumulative weight of organic waste diverted from landfills for composting, tonnes <sup>88</sup>	0	60,100	404,000	Project MRV reports are completed on specific project interventions from the 6 cities, including organic waste diversion from landfills.  High level of uptake of organic waste sorting by households.
	Number of gender-disaggregated jobs created from the establishment of an enhanced compost value chain <sup>89</sup>	0	205 (of which at least 50% for women)	744 (of which at least 50% for women)	Project reports are completed on environmental and social impact analysis of project interventions.
<b>Outcome 1</b> Regulatory and legal framework, institutional and coordination mechanisms, and tools are established for supporting national policy environment for integrating ISWM and UGI within urban systems	Number of transposed standards (1 SWM and 1 UGI) for use by local and regional governments	0	10 <sup>90</sup>	10	Support for transposed standards received at all levels of government (i.e. federal, regional bureaus and municipalities).  Documentation for transposed ISWM and UGI standards for 6 cities and 4 regional governments.

	Number of households source-sorting domestic waste <sup>91</sup>	0	45% of households in each target city/town (~163,000 households)	90% of households in each target city/town (~355,000 households)	Local government ordinances define incentives for source-sorting of waste at households.
	Tonnes of organic waste produced according to adopted standards	0	~22,500 tonnes	~45,000 tonnes	Organic compost standards
<b>Outcome 2</b> A market-based system is developed, and participating micro and small enterprises (MSEs) are supported professionally to ensure financial sustainability of compost production and utilisation	Number of established MSEs in the ISWM-UGI value chain	0	6	12 <sup>92</sup>	Proof of the existence of legal MSE business licences within the ISWM-UGI supply chain. <sup>93</sup>  ISWM and UGI curricula of TVET institutions and local universities and colleges are adopted.
	Value (US\$) of long-term contracts between composting MSEs and public entities and private companies for the supply of compost and non-organic recycled waste <sup>94</sup>	0	US\$ 2.2 million	US\$ 3.6 million	Long-term contracts between composting MSEs and public entities and private companies for the supply of compost and non-organic recycled waste.
	Number of established voluntary carbon offset agreements with private companies to support ISWM and UGI initiatives	0	2	6	Official documentation of voluntary offset scheme Registry that will be managed by MEFC, and agreements to support ISWM and UGI initiatives.
<b>Outcome 3</b> A NAMA is designed and implemented to catalyse transformation of integrated urban systems to generate large emission reductions	Number of established standardised baselines for calculating emission reductions	0	1	3 <sup>95</sup>	Availability of reliable and accurate data. Documentation of the 3 established standardised baselines and MRV mechanisms.
	Gender-disaggregated population covered by a registered UNFCCC NAMA for national ISWM/UGI initiatives <sup>96</sup>	0	0	Total population of the 6 cities/towns in 2021 (approximately 1.97 million) <sup>97</sup>	NAMA registration is documented.  There are local experts with sufficient expertise and understanding of concepts to develop the NAMA.
<b>Outcome 4</b> Operational urban systems that integrate ISWM and UGI with quantified GHG emission reductions within the NAMA framework	Capacity (tonnes of compost produced per year) of operational composting plants <sup>98</sup>	0	22,500 tonnes	45,000 tonnes	Physical verification of operational plants.
	Area (ha) of degraded sites transformed into green space <sup>99</sup>	0	1	4 <sup>100</sup>	Physical verification of green space transformed.
	Number of hectares of reforested degraded land supported by compost-grown seedlings produced by nurseries	0	15,500	33,309	Reports on peri-urban reforestation and firewood plantation programmes in each of the 6 cities.

## ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)

9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
	<i>Additional documents, as required</i>

## ToR Annex C: Content of the TE report

- i. Title page
  - Title of UNDP-supported GEF-financed project
  - UNDP PIMS ID and GEF ID
  - TE timeframe and date of final TE report
  - Region and countries included in the project
  - GEF Focal Area/Strategic Program
  - Executing Agency, Implementing partner and other project partners
  - TE Team members
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations

1. Executive Summary (3-4 pages)
  - Project Information Table
  - Project Description (brief)
  - Evaluation Ratings Table
  - Concise summary of findings, conclusions and lessons learned
  - Recommendations summary table
2. Introduction (2-3 pages)
  - Purpose and objective of the TE
  - Scope
  - Methodology
  - Data Collection & Analysis
  - Ethics
  - Limitations to the evaluation
  - Structure of the TE report
3. Project Description (3-5 pages)
  - Project start and duration, including milestones
  - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
  - Problems that the project sought to address, threats and barriers targeted
  - Immediate and development objectives of the project
  - Expected results
  - Main stakeholders: summary list
  - Theory of Change
4. Findings  
(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating<sup>3</sup>)
  - 4.1 Project Design/Formulation
    - Analysis of Results Framework: project logic and strategy, indicators
    - Assumptions and Risks
    - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
    - Planned stakeholder participation
    - Linkages between project and other interventions within the sector
  - 4.1 Project Implementation
    - Adaptive management (changes to the project design and project outputs during implementation)
    - Actual stakeholder participation and partnership arrangements
    - Project Finance and Co-finance
    - Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
    - UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
    - Risk Management, including Social and Environmental Standards (Safeguards)
  - 4.2 Project Results and Impacts
    - Progress towards objective and expected outcomes (\*)
    - Relevance (\*)

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<sup>3</sup> See ToR Annex F for rating scales.

- Effectiveness (\*)
  - Efficiency (\*)
  - Overall Outcome (\*)
  - Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
  - Country ownership
  - Gender equality and women's empowerment
  - Cross-cutting Issues
  - GEF Additionality
  - Catalytic/Replication Effect
  - Progress to Impact
5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
  - Conclusions
  - Recommendations
  - Lessons Learned
6. Annexes
- TE ToR (excluding ToR annexes)
  - TE Mission itinerary, including summary of field visits
  - List of persons interviewed
  - List of documents reviewed
  - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
  - Questionnaire used and summary of results
  - Co-financing tables (if not include in body of report)
  - TE Rating scales
  - Signed Evaluation Consultant Agreement form
  - Signed UNEG Code of Conduct form
  - Signed TE Report Clearance form
  - *Annexed in a separate file:* TE Audit Trail
  - *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

## ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities a the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted,</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data</i>	<i>(i.e. document analysis, data analysis, interviews with project staff,</i>



	<i>quality of risk mitigation strategies, etc.)</i>	<i>collected throughout the TE mission, etc.)</i>	<i>interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring &amp; Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			

## ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

#### Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

#### Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at \_\_\_\_\_ (Place) on \_\_\_\_\_ (Date)

Signature: \_\_\_\_\_

## ToR Annex F: TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance

Sustainability ratings:

<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>
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## ToR Annex G: TE Report Clearance Form

<b>Terminal Evaluation Report for (Project Title &amp; UNDP PIMS ID) Reviewed and Cleared By:</b>	
<b>Commissioning Unit (M&amp;E Focal Point)</b>	
Name: _____	
Signature: _____ _____	Date: _____
<b>Regional Technical Advisor (Nature, Climate and Energy)</b>	
Name: _____	
Signature: _____ _____	Date: _____

## ToR Annex H: TE Audit Trail

*The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.*

**To the comments received on (date) from the Terminal Evaluation of (project name) (UNDP Project PIMS #)**

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

Institution/ Organization	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken