

## SPECIFIC TERMS OF REFERENCE – PART A

**ENV/2017/393-690 – Delivering Climate Resilient Solid Waste Management Services in Greater Monrovia, Liberia, through Community Based Enterprises (Sustainable Waste Management-SWM) – ex-post evaluation: Evaluation of design, impact and sustainability, assessment of stakeholders' involvement and appraisal of its effectiveness in comparison to Liberia Reconstruction Trust Fund (CBE waste component) programme**

**FWC SIEA 2018 - LOT 2: Infrastructure, sustainable growth and jobs**

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**CONTRACTING AUTHORITY: THE EUROPEAN UNION DELEGATION TO THE REPUBLIC OF LIBERIA**

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## 1 BACKGROUND

### 1.1 Relevant country, sector and EU-support background

#### 1.1.1 *Country related background*

Liberia is a small and fragile country with a population of around 5 million with an urban population in Monrovia and Paynesville (Greater Monrovia) estimated at 1.7 million people.

It is Africa's oldest republic, but it became known in the 1990s for its long-running, ruinous civil war and its role in a rebellion in neighbouring Sierra Leone. After more than two decades of civil unrest (1979-1989) and armed conflict (1989-2003), and a virulent Ebola outbreak (2014-2016), with very damaging humanitarian, social and economic consequences, Liberia is trying to get itself on solid footing.

The peaceful electoral processes in October and December 2017, and the smooth handover from the Johnson Sirleaf to the Weah Administration in January 2018, were largely seen as positive signs of progress. This achievement underlined the commitment of Liberians to peace and democracy, and their will to turn away from a troublesome past to a more prosperous future. However, despite this progress, Liberia remains a fragile country, with many of the root causes of the recent wars still unaddressed. On almost every human development indicators (Gross Domestic Product –GDP – per capita, life expectancy, literacy, maternal and child mortality, access to electricity), Liberia is near the bottom of international indices. The country is facing serious structural, economical and infrastructural challenges reflected in the fact that the Gross National Income (GNI) is significantly lower than two decades ago. Its development, nevertheless, follows an upward trend in the past two decades, with the life expectancy at birth being 18 years higher and mean years of schooling 2.2 years more now than in 2000.

The COVID-19 pandemic had a harsh impact on many livelihoods, particularly in the informal sector. The government took special measures to bring food, electricity and water supply to vulnerable households. However, the management of the crisis confirmed institutional and governance challenges, including on the sound management of funds related to the COVID-19 response, and transparency and accountability issues.

#### 1.1.2 *Relevant background on Governance structures*

Overall, there are a number of national government bodies that have a mandate related to climate change and waste management through different angles: The Environmental Protection Agency as regulator of environmental pollution; the Forestry Development Authority, as regulator of the biggest contributing sector to greenhouse gas emissions through land-use and land-use change; the national WASH Commission, as regulator of all aspects related to sanitation; and the Ministry of Internal Affairs, as body overseeing all urban development and the city corporations' work. Additionally, at local level, the city corporations hold the mandate to deliver the waste collection and disposal service to their residents as well as a legal basis to collect waste taxes as a major revenue source for the city corporations.

The main stakeholders in the waste sector in Greater Monrovia are the Ministry of Finance and Development Planning through its role of allocating sufficient resources to the City corporations of Paynesville and Monrovia. Additionally, the decentralised nature of Liberia's governmental structure and lack of elections of the office of the mayor and council members plays a big role in the efficiency and effectiveness of service delivery to the urban residents. The Ministry of Internal Affairs, as custodian of

decentralised management and hence responsible for governance at City level, is another important governance stakeholder in the sector. For the involvement of Community Based Enterprises (CBE) the National Association of Community Based Enterprises (NACOB) plays an important role in structuring and strengthening the CBEs, including their contribution to waste management.

All ongoing programmes in the waste sector were identified with the previous administration, a fact that hampered ownership from the Government of Liberia and the local authorities in the first months of 2018. The elections in October 2023 may again have effects at decentralised level.

### **1.1.3 Relevant background on Climate change and Multilateral Agreements**

Climate change will greatly affect the country due to its high vulnerability owing to its low economic base, dependence on rain-fed agriculture, huge reliance on biomass energy, increasing coastal erosion and exposure to epidemics in addition to the low capacity at community and national levels.

In September 2015, Liberia submitted its Intended Nationally Determined Contributions (INDCs), including one component on mitigation and one on adaptation, to the secretariat of the UN Climate Change Convention (UNFCCC). Their implementation however was conditioned upon the provision of adequate means of implementation by the international community (financial resources, capacity building and the transfer of technologies). With the ratification of the UNFCCC Paris Agreement in 2018, Liberia took a step forward in its climate change commitments and prepared revised nationally determined contributions (NDCs) as well as a second communication, both of which were submitted to the UNFCCC Secretariat in the first half of 2021. The revision of Liberia's NDC began with an analysis of existing and proposed sectors through a detailed assessment of mitigation and adaptation measures and opportunities. It is built upon key national planning documents, including Liberia's first NDC (2015-2020), the National Climate Change and Response Strategy (2018), Liberia's Second National Communication, State of the Environment Reports, and Liberia's first Biennial Update Report (BUR). It is further aligned with the government's Pro-poor Agenda for Prosperity and Development (PAPD) and its long-term sustainable development vision for 2030 (Liberia's Rising Vision 2030). A robust and participatory stakeholder engagement took place, including sectoral line ministries and agencies of government, private sector, civil society organizations, youth and women groups, national experts, and other relevant stakeholders.

Liberia's revised NDC commit to reducing economy-wide greenhouse gas emissions by 64% below the projected business-as-usual level by 2030, through a combination of the following: unconditional GHG reductions of 10% below BAU, resulting in an absolute emissions level of 12,430Gg CO<sub>2</sub>e in 2030; with an additional 54% reduction conditional upon international support, which would result in an absolute emissions level of 4,537Gg CO<sub>2</sub>e in 2030.

This commitment is constructed from GHG mitigation targets across nine key sectors – Agriculture, Forests, Coastal zones, Fisheries, Health, Transport, Industry, Energy, and **Waste** – as well as cross-cutting targets for urban green corridors. The NDC also includes climate change adaptation targets for eight sectors – Agriculture, Forests, Coastal zones, Fisheries, Health, Transport, Energy, and **Waste** – as well as cross-cutting targets for urban green corridors.

The **waste sector is the third biggest contributor of the greenhouse gas emissions** in Liberia. Diverting waste from the landfill, creating value addition and employment in the waste sector, and improving living conditions for the urban population were considered high priorities during the election campaign in 2017. A “Weah for Clean Cities” campaign was launched at the onset of 2018 by the elected president H.E. George

Manneh Weah. Additionally, Liberia hosted the Blue Oceans Conference in March 2019 which was held under the topic marine pollution and climate change, reiterating its political interest in tackling environmental challenges head on.

#### **1.1.4 Relevant background on solid waste management**

Liberia has made considerable progress since 2003 after the civil war ended. The country has revived state administration and rebuilt some priority infrastructure but is yet to return to the economic standing and pre-war poverty levels. As early as the 1980s when the Monrovia City Corporation (MCC) was solely responsible for collecting and hauling for disposal, domestic and commercial solid waste, they were assisted in this endeavour by a private waste collection system called “Betty Garbage System”. Due to political unrest and conflict, this already limited waste management system has been challenged to breaking point.

Following the resolution of the internal conflict, the first, very simple, collection system was introduced through two main initiatives from 2009-2016. The *Improved Primary Solid Waste Collection in Poor Communities of Monrovia* (IMPAC) project, funded by the Bill & Melinda Gates Foundation, largely focused on establishing community based enterprises for the primary waste collection system. At the same time, the *Emergency Monrovia Urban Sanitation* (EMUS) project (2009-2016), funded through the multi-donor Liberia Reconstruction Trust Fund (LRTF) managed by the World Bank<sup>1</sup>, was conceived as an *emergency* intervention with the main objective of designing a system that would collect about half of the waste generated within the municipal boundary of the City of Monrovia.

At the beginning of 2017, however, it was noticeable that neither interventions had provided a long-lasting sustainable solution to the sector. The system suffered from the lack of financial means with a low capability of households to pay primary collection services and limited financial means by the two City Corporations of Monrovia and Paynesville - responsible for delivering solid waste management services to roughly 1.7million residents of the Greater Monrovia area – to extend secondary collection and transport services. Majority of SWM functions of MCC were supported by the LRTF, while Paynesville city corporation (PCC), in the same situation but with no supporting funds, could not deliver any services and relied on a Memorandum of Understanding (MoU) with MCC. Additionally, the sanitary landfill constructed under the EMUS project was reaching its capacity sooner than originally expected and the other elements of the secondary collection were not operating smoothly due to the gap in financial allocation in the national budget and lack of revenue generation from the sector. Last but not least, the primary collection system with the community-based enterprises was challenged as soon as the IMPAC project finished due to lack of financial means and revenue generation by the micro-enterprises, an unclear regulatory framework to operate in a competing informal sector.

To address this challenge, the EU, together with the Government of Liberia and the WB developed three new interventions in the waste sector in support of waste management in Greater Monrovia.

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<sup>1</sup> Since 2009 the World Bank is implementing a multi-donor fund entitled the Liberia Reconstruction Trust Fund (LRTF) with funding from IDA, EU, Germany (KfW), UK (DFID), Sweden, Switzerland, and Norway and counterpart funding from the Government of Liberia. In 2022, the only active donor contributions stem from IDA, EU, Germany (KfW) and UK (FCDO).

In July 2017, the LRTF started implementation of the *Cheesemanburg Landfill Urban Sanitation (CLUS)* project. This project was constructed around the lessons learnt from the EMUS project and attended to ensure a second landfill be ready for use once the first sanitary landfill in Wheintown, Monrovia (constructed under the EMUS project) would reach full capacity. At the same time, the European Commission complemented their funding of the CLUS project with two additional initiatives to address the primary collection as well as the revenue generating potential of the waste sector. Implemented by UNOPS/Cities Alliance, a three year project on *Implementing Waste-To-Energy Innovative Approaches in Greater Monrovia* piloted small scale waste-to-energy alternatives in Monrovia and Paynesville, while the goal of the four-year project entitled ***Delivering Climate-Resilient Solid Waste Management Services in Greater Monrovia, Liberia through Community-Based Enterprises*** was ensuring Greater Monrovia is serviced by a citywide integrated solid waste management system that reduces greenhouse gas emission and enhances the city's resilience against climate change and disease, creates jobs and creates awareness on climate change. The latter two interventions further aimed to support Liberia's Nationally Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change by improving the Primary Waste Collection System as well as providing viable alternatives such as waste recycling, composting and exploring opportunities in waste-to-energy solutions.

In 2018, the primary waste collection was officially operated through 5 small and medium-sized enterprises (SMEs) and 30 community-based enterprises (CBEs). Informal enterprises and individuals were, however, also highly active in the sector. Given the 2018 population and the estimated waste generation of 0.42kg/capita/day or 0.153tn/capita/year, the baseline position for the area under the responsibility of the Monrovia City Corporation is an estimated waste arising of 158,278 tonnes, while the same for the area under the purview of Paynesville City Corporation is 88,766 tonnes. Waste collection rate reached 64% as per the latest reports from the World Bank CLUS project in 2021. The waste sector operations are highly dependent on fuel cost, fuel shortages, road and traffic conditions as well as overall budgetary restrictions of the Liberian national treasury.

In 2022, solid waste management within Greater Monrovia has progressed to a system with the fundamental elements: Secondary collection operated by the city corporations of Monrovia and Paynesville is equipped with basic infrastructure such as a landfill, two waste transfer stations, skip buckets and transportation equipment, while the primary collection system is rooted in public-private sector partnerships with the Community-based as well as small and medium sized enterprises operating the door-to-door collection. The major challenges noted by the stakeholders in the sector remain, however, the same as in 2017. As such, an independent assessment of the interventions in the sector is considered timely.

#### **1.1.5 Relevant background on the EU support in Liberia**

The European Union (EU) is supporting the implementation of the Liberian "Pro-poor Agenda for Prosperity and Development" and has adopted in December 2021 the new Multiannual Indicative Plan 2021-2027 for Liberia. Through regional and national programmes, the EU's support to Liberia has put environmentally sustainable economic development at the heart of its development portfolio.

As part of the EU's global effort to fight climate change and keep global warming at below 1.5°C, greenhouse gas emissions from the waste sector in Liberia was identified as one of the key aspects to mitigate climate change. If the growing volume of waste in emerging economies is not controlled, dumpsites could

account for up to 10% of global GHG emissions by 2025<sup>2</sup>. African cities are expected to double their municipal solid waste generation within the next 15 to 20 years, placing a major strain on already stressed infrastructure (UNEP, 2016). Liberia's cities are no exception to this.

With the support of the international community (European Union, UN Development Programme, and Conservation International), the Liberian Environmental Protection Agency – tasked with the implementation of Liberia's international commitments under Multilateral Agreements related to the environment – the EU further supported through technical assistance the overall governance and policy development related to Multilateral agreements on climate change and biodiversity. In the Multi-annual indicative programme for 2021-2027, the EU identified cross-cutting priority areas as well as two Team Europe Initiatives with a strong focus on improving economic development in full compliance with climate change ambitions and requirements for the country's future.

## 1.2 The intervention to be evaluated<sup>3</sup>

This evaluation covers 1 intervention financed by the EU in the Sustainable Waste Management sector as follows:

<b>Title of the intervention to be evaluated</b>	<ul style="list-style-type: none"> <li>Delivering Climate-Resilient Solid Waste Management Services in Greater Monrovia, Liberia through Community-Based Enterprises</li> </ul>	
<b>Budget of the intervention to be evaluated</b>	<ul style="list-style-type: none"> <li>EUR 4 900 000 (100% EU Contribution)</li> </ul>	
<b>CRIS and/or OPSYS number of the intervention to be evaluated</b>	<ul style="list-style-type: none"> <li>CRIS: ENV/2017/393-690</li> <li>OPSYS: PCC-393690, INTV-15370</li> <li>Decision: <ul style="list-style-type: none"> <li>CRIS : ENV/2016/039-639 Global Climate Change Alliance + Liberia (GCCA+)</li> <li>OPSYS : ACT-D-39639</li> </ul> </li> </ul>	
<b>Dates of the intervention to be evaluated</b>	Start date:	01/01/2018
	End date:	20/03/2022

This evaluation will also include a comparative analysis of above mentioned project with a World Bank implemented project (still ongoing) with similar objectives in the same geographic implementation area.

**ENV/2016/039639 Delivering Climate-Resilient Solid Waste Management Services in Greater Monrovia, Liberia through Community-Based Enterprises.**

**Implemented by: UNITED NATIONS OFFICE FOR PROJECT SERVICES/Cities Alliance**

<sup>2</sup> [https://www.iswa.org/fileadmin/galleries/About%20ISWA/ISWA\\_Roadmap\\_Report.pdf](https://www.iswa.org/fileadmin/galleries/About%20ISWA/ISWA_Roadmap_Report.pdf)

<sup>3</sup> The term 'intervention' is used throughout the report as a synonym of 'project and programme'.

It is a 4-year programme aimed at leveraging long-term support, in accordance with GCCA/GCCA+ objectives, public-private-people-partnerships in Greater Monrovia to build and sustain:

1. Urban health and environmental protection, leveraging World Bank-supported Solid Waste Management (SWM) projects.
2. Sustainable economic growth through green businesses generating jobs to the urban poor, leveraging the Improved Primary Waste Collection in Poor Communities (IMPAC) project.
3. Resilient governance, based on the principles of partnership and subsidiarity, with participation of the urban poor and women, girls, and youth leveraging the Cities Alliance Liberia Country Programme.

As documented in the attached revised log frame for the programme which incorporates various components of the Liberia Country Programme, the overall goal of the Programme is:

To contribute to poverty reduction and improve the quality of life while supporting Liberia's carbon neutrality agenda.

The **grant agreement with Cities Alliance/UNOPS (ENV/2017/393690)** was signed on 15/12/2017 with start date of implementation slated for 01/01/2018. The implementation period was 4 years without possibility of extension. The four components of the contract are as follows:

- (i) Collect more waste – build capacity of CBEs and expand the system through loans and grants to micro, small and medium enterprises
- (ii) Extract and reuse plastic and organic matter – sorting and extracting and plastic recycling and composting pilots
- (iii) Increase awareness and education
- (iv) Integrated Solid Waste Management (SWM) systems and capacity building of local institutions

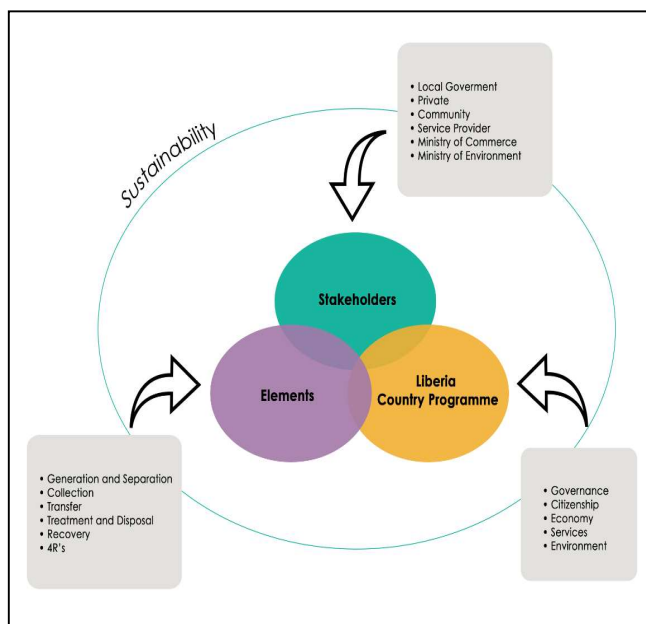
Background on the national/global developments during the implementation:

The implementation of the action started at the same time that the government transition took place – including appointments of new Mayors of the main beneficiary cities Monrovia and Paynesville. At the onset of the activity, a new waste management strategy was piloted in the city of Monrovia under the auspices of the Mayor. Several elements foreseen in the original action design needed to be reassessed together with the four national stakeholders (EPA, Ministry of Internal Affairs, Monrovia City Corporation and Paynesville City Corporation) in order to ensure that the activities were in line with government policies. The action was slowed down during the first lockdown after the outbreak of COVID-19 in Liberia (first case and restrictive regulations were put in place on 16<sup>th</sup> of March 2020). A no-cost extension up to March 2022 was granted to compensate for the delay in implementation due to the COVID-19 pandemic.

The methodology/intervention logic

The implementation was based on a participatory approach with the following assumptions underlining the methodology:





In order for the system to work, there needs to be (1) institutional platforms that enable stakeholder participation and the formation of partnerships; (2) institutional capacity within all partners (local government, national government, private sector and communities); (3) the enabling policy environment for an Integrated Waste Management System; (4) access to credit and grants to capitalize the partnerships involved in the Integrated Solid Waste Management System; and (5) the stimulation of the market for renewable energy, for compost, for plastic and glass recycled products etc.

The four components mentioned above were all developed into specific activities based on initial independent studies

commissioned by the Cities Alliance Country programme. Any activity was accompanied by a capacity building methodology and reported and monitored through a specifically established monitoring and evaluation system.

It is important to note that the project carried out an independent mid-term and end-term evaluation, which gives an overview of these challenges. The end-term evaluation did not meet the minimum criteria for the EU to assess the project as most recommendations seemed to be based on interviews (personal opinions) rather than fact searching. As such, it is vital that this evaluation takes the time to properly assess the reality and compares facts in order to not duplicate the same result as the end-term evaluation.

The project encountered challenges at multiple levels during the implementation, which caused delays, amendments to the original methodology, and, lastly, reduction in the overall budget of the implementation since several components were not implemented. As a result the programme was re-scoped based on the context and scenarios on ground during the implementation period. Some components of the programme including civil works and the grant facility were cancelled. The cancellation of the programme components had significant effect on the programme objectives that the evaluator is expected to analyse.

In December 2022, 9 months after closure of the project, the EU Delegation received questions related to the Fund that was set up by the project. The journalists raise critical issues on the projects' loan component and put into question the medium to long term viability of the Fund. An article was published in the online newspaper "Liberia Observer/Daily observer" on 16 May 2023, reproduced also on the site of "New Narratives".

<https://www.liberianobserver.com/liberia-eus-failed-us3m-bid-fix-monrovia-trash-crisis>

and

<https://newnarratives.org/featured/the-eus-failed-us3m-bid-to-fix-monrovia-trash-crisis-part-one/>).

Followed by a second article, published on 17 May by the same news outlets:

<https://www.liberianobserver.com/liberia-communities-drowning-trash-furious-over-failed-us3m-waste-management-project> and the website of New Narratives <https://newnarratives.org/stories/communities-drowning-in-trash-furious-over-failed-us3m-waste-management-project-part-two/>

As such, the following challenges should be assessed by this evaluation:

#### **In terms of management:**

The project could not deliver on 2 major components: building a sorting/transfer station and disbursing small grants to community based enterprises for composting and recycling initiatives. The loan component, while put in place, is very weak. Additionally, staffing within the project team was limited.

As such, this evaluation should serve to assess:

- Decision making of the implementing partner during project implementation
- Efficiency of the staffing and recruitment processes
- Risk management and mitigation measures taken by the implementing partner during project implementation
- Decision making and general operational effectiveness of the Fund management, after end of project activities, in line with the established legal framework and operating procedures

The loans and grants facility was developed in a collaborative approach with the technical working group members (Paynesville City Corporation, Monrovia City Corporation, Environmental Protection Agency, Ministry of Internal Affairs, EU Delegation and a representative of the Liberian Ecobank branch where the accounts were held). Initially foreseen for the first year of implementation, the loans to 21 micro, small and medium enterprises were awarded in the last year of the project. The call for proposal for the grants focusing on plastic recycling and organic waste composting initiatives received a significant number of applications without any of the business plans being feasible. Consequently no grant was awarded due to time constraints to relaunch a second round.

Several changes were made during the implementation period both through budget reallocations and reassessing the logical framework indicators and means of verification. All decision were taken in cooperation with the Technical steering committee members and in full compromise between all different positions.

#### **In terms of the project and its sector and environmental challenges:**

One major challenge to the implementation at the start was the change of strategy at the Monrovia City Corporation as to the revenue collection scheme related to waste management fees. This change and pilot at city-level for a new waste management system delayed the progress in the project activities on the one hand, but it also allowed for the information gathered during the baselines studies and assessments of the project to be integrated into the waste management vision of the local government.

Additionally, the technical, financial, human resource and administrative capacity of the two cities targeted by the project (Paynesville and Monrovia) are very different and didn't allow a joint, harmonised implementation of the project.

The project further encountered challenges on land allocations and other conditions related to the Liberian environment in which the sector is operating.

As such, it would be essential that the evaluation assesses the environmental challenges and how they were dealt with, giving recommendations for an improved way forward and supporting lessons learnt of good practices from the implementation.

### **In terms of results and impact:**

All relevant documentation will be provided to the contractor. Several documents are publicly available online as a public resource on the Cities Alliance Webpage: <https://www.citiesalliance.org/how-we-work/country-programmes/liberia-country-programme/overview>.

This programme should be evaluated on four major elements:

- (i) Its efficiency on reaching its objectives
- (ii) the key lessons learnt from the gaps in implementation of the action itself on reaching its objectives.
- (iii) Its efficiency in complementing other ongoing initiatives, notably a comparative analysis of this project (its approach, efficiency, effectiveness and impact) with the still ongoing CLUS component of the “Liberia Reconstruction Trust Fund” (WB managed), particularly on support to Community Based Enterprises and the strengthening of city level waste management structures.
- (iv) Assessment of the remaining impact on the ground more than a year after closure of activities. While this assessment should cover all components, a particular and in-depth focus on the loan component, beneficiaries, financial institution (Ecobank) and Fund management, is required. This necessitates a critical appraisal and **factual analysis** of the current reality on the ground and future plans of the Fund management in view of the issues raised by journalists

### **1.3 Stakeholders of the intervention**

The following table describes the key stakeholders of the intervention.

Stakeholder groups	Role and involvement in the intervention	How the intervention is expected to impact on the stakeholder group
<b>Implementing partners</b> <b>1. UNOPS/Cities Alliance</b> <b>2. Fund Management</b>	<ul style="list-style-type: none"> <li>Implementing agency of the project.</li> <li>Management of the Microloan Fund after project end.</li> </ul>	
<b>National partners</b> <b>3. Ministry of Internal Affairs</b>	<ul style="list-style-type: none"> <li>Members of the Technical Working Group/Steering committee,</li> </ul>	Increased management capacity, strengthened waste management structure, increased knowledge, increased cooperation, increased ability to ensure adequate operation

<b>4. Monrovia City Corporation (MCC),</b> <b>5. Paynesville City Corporation (PCC),</b> <b>6. Environmental Protection Agency (EPA)</b> <b>7. Ecobank</b>	<ul style="list-style-type: none"> <li>• Chair and members of the National Climate Change Steering committee,</li> <li>• Stakeholders and direct beneficiary of the interventions</li> <li>• Monitoring and support of CBEs that benefit from a loan</li> <li>• Ecobank: disbursement of loans and management of repayments</li> </ul>	and revenue generation of and from the sector.
<b>Target groups</b> <b>8. National Association for Community Based Enterprises (NACOB)</b>	<ul style="list-style-type: none"> <li>• Follow up and coaching of Community Based Enterprises that received a loan: ensuring proper use of the loan and monitoring repayment process</li> </ul>	A strengthened CBE structure and membership base.
<b>End beneficiaries</b>		

#### Management during project implementation

EU Technical Working Group of the Solid Waste management Project (CTR 393690) included:

- EUD Liberia,
- as well as observers
- the National Association for Community Based Enterprises (NACOB),
  - the National Authorization Authority (NAO) under the Ministry of Finance and Development Planning (MFDP) and
  - the World Bank Project Implementation Unit (PIU) of the Cheesemanburg Landfill Urban Sanitation project hosted within MCC.

Other stakeholders to this project and indirect beneficiaries were all micro and small to medium enterprises active in the waste sector as well as households in the greater Monrovia area (Monrovia and Paynesville).

#### Management post project (Microfinance Loan Technical Committee):

- Ministry of Internal Affairs (MIA, Chair of the Technical Committee)
- Monrovia and Paynesville City Councils (MCC, PCC)
- Environmental Protection Agency (EPA)
- National Association for Community Based Enterprises (NACOB)
- Ecobank

#### 1.4 Previous internal and external monitoring (incl. ROM), evaluations and other studies undertaken

A Results oriented monitoring (ROM) exercise was carried out in August 2018, 8 months after the official start. Due to a delayed start of activities only limited conclusions could be drawn. The report includes an analysis of the sector (city level waste management), proposes technologies that could or should be used

in terms of recycling of waste (plastic, composting, car tyres, waste-to-energy) and gives suggestions on financing the sector (notably the establishment of Public-Private-Partnerships).

## 2 DESCRIPTION OF THE EVALUATION ASSIGNMENT

Type of evaluation	Ex-post evaluation
Coverage	<p><b>Delivering Climate-Resilient Solid Waste Management Services in Greater Monrovia, Liberia through Community-Based Enterprises.</b></p> <p>UNITED NATIONS OFFICE FOR PROJECT SERVICES/Cities Alliance</p> <p>-&gt; from onset up to end August 2023</p> <p>An appreciation of the ongoing CLUS component of the LRTF programme will be necessary so as to be able to do the comparative analysis:</p> <p>Cheesemanburg Landfill And Urban Sanitation Project for Liberia under the Support to the Liberia Reconstruction Trust Fund</p> <p>World Bank Group</p> <p>-&gt; from onset up to end August 2023</p>
Geographic scope	Liberia, Montserrado county: Cities of Monrovia & Paynesville and surrounding townships of New Kru Town, Logan Town, Gardnerville, West Point, Johnsonville, Caldwell, Congo Town, Dixville, New Georgia, Barnersville
Period to be evaluated	28.07.2017 (with milestone 01.01.2018, start date of the project) to end August 2023

### 2.1 Objectives of the evaluation and evaluation criteria

Systematic and timely evaluation of its programmes and activities is an established priority<sup>4</sup> of the European Commission<sup>5</sup>. The focus of evaluations is on the assessment of achievements, the **quality** and the **results**<sup>6</sup> of interventions in the context of an evolving cooperation policy, with increasing emphasis on **result-oriented approaches and the contribution towards the achievement of the SDGs**.<sup>7</sup>

<sup>4</sup> COM(2013) 686 final "Strengthening the foundations of Smart Regulation – improving evaluation" - [http://ec.europa.eu/smart-regulation/docs/com\\_2013\\_686\\_en.pdf](http://ec.europa.eu/smart-regulation/docs/com_2013_686_en.pdf); EU Financial regulation (art 27); Regulation (EC) No 1905/2000; Regulation (EC) No 1889/2006; Regulation (EC) No 1638/2006; Regulation (EC) No 1717/2006; Council Regulation (EC) No 215/2008

<sup>5</sup> SEC (2007)213 "Responding to Strategic Needs: Reinforcing the use of evaluation", [http://ec.europa.eu/smart-regulation/evaluation/docs/eval\\_comm\\_sec\\_2007\\_213\\_en.pdf](http://ec.europa.eu/smart-regulation/evaluation/docs/eval_comm_sec_2007_213_en.pdf); SWD (2015)111 "Better Regulation Guidelines", [http://ec.europa.eu/smart-regulation/guidelines/docs/swd\\_br\\_guidelines\\_en.pdf](http://ec.europa.eu/smart-regulation/guidelines/docs/swd_br_guidelines_en.pdf); COM(2017) 651 final 'Completing the Better Regulation Agenda: Better solutions for better results', [https://ec.europa.eu/info/sites/info/files/completing-the-better-regulation-agenda-better-solutions-for-better-results\\_en.pdf](https://ec.europa.eu/info/sites/info/files/completing-the-better-regulation-agenda-better-solutions-for-better-results_en.pdf)

<sup>6</sup> Reference is made to the entire results chain, covering outputs, outcomes and impacts. Cfr. Regulation (EU) No 236/2014 "Laying down common rules and procedures for the implementation of the Union's instruments for financing external action" - [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial\\_assistance/ipa/2014/236-2014\\_cir.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial_assistance/ipa/2014/236-2014_cir.pdf).

<sup>7</sup> The New European Consensus on Development 'Our World, Our Dignity, Our Future', Official Journal 30th of June 2017. <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:C:2017:210:TOC>

From this perspective, evaluations should **look for evidence of why, whether and how the EU intervention(s) has/have contributed to the achievement of these results** and seek to **identify the factors driving or hindering progress**.

The evaluation should construct and select methods to generate the highest quality and most credible **impact evidence** that corresponds to the evaluation questions and generates evidence-based recommendations and facts on post project results.

The main objectives of this evaluation are to provide the relevant services of the European Union and the interested stakeholders with:

- an overall independent assessment of the performance of the “Delivering Climate-Resilient Solid Waste Management Services in Greater Monrovia, Liberia through Community-Based Enterprises” project, paying particular attention to its different levels of results measured against its expected objectives; and the reasons underpinning such results
- key lessons learned, conclusions and related recommendations in order to improve current interventions (i.e. ongoing ex-post activities).

In particular, this evaluation will serve to assess the effectiveness of the financial support delivered into the solid waste management system in Monrovia, Paynesville and surrounding townships.

The purpose of this evaluation is to provide an independent assessment of the past performance of the “Delivering Climate-Resilient Solid Waste Management Services in Greater Monrovia, Liberia through Community-Based Enterprises” project, paying particular attention to its results measured against its expected objectives and the reasons underpinning such results, notably (i) climate change mitigation, (ii) delivering services to the residents of the cities of Monrovia, Paynesville and surrounding townships, and (iii) contributing to circular economy. The evaluation should contain key lessons learned, conclusions and related recommendations in order to inform and support the ongoing ex-post activities. The evaluation should also provide factual information in relation to the issues raised by journalists.

The main users of this evaluation will be

- National/local partners: Ministry of Internal Affairs (department of urban affairs), Ministry of Public Works, National WASH Commission, Environmental Protection Agency, Monrovia City Corporation, Paynesville City Corporation
- EU delegation in view of potential future actions in support of mitigating climate change, improving the solid waste management in the urban setting, and/or general urban development related interventions
- Private sector investors: small/micro enterprises in the country as well as European or other private companies assessing the potential of the Liberian waste sector for circular economy, value chain development, and carbon trading initiatives
- Financial institutions such as the European Investment Bank or the World Bank, assessing the potential for revenue return in case of a loan to the sector.

The evaluation will assess the intervention(s) using the six standard DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability and impact. In addition, the evaluation will assess the intervention(s) through an EU specific evaluation criterion, which is the EU added value.

The definition of the 6 DAC + 1 EU evaluation criteria is contained for reference in Annex II.

Furthermore, the evaluation team should consider whether gender equality and women’s empowerment, environment and adaptation to climate change were mainstreamed; the relevant SDGs and their interlinkages were identified; and the extent to which they have been reflected in the implementation of the intervention, its governance and monitoring.

## 2.2 Indicative Evaluation Questions

The specific EQs, as formulated below, are indicative. Following initial consultations and document analysis, and further to the finalisation/reconstruction of the Intervention Logic of the intervention(s) to be evaluated, the evaluation team will discuss these with the Programme/Evaluation Manager<sup>8</sup> and Reference Group and propose in their Inception Report a complete and finalised set of Evaluation Questions. This will include an indication of specific judgement criteria and indicators, as well as the relevant data collection sources and tools.

Once agreed through the approval of the Inception Report, the Evaluation Questions will become contractually binding.

1. [Relevance] To what extent has the intervention contributed to addressing the root problem of waste management in Monrovia, Paynesville and surrounding townships? [Relevance]
2. [Coherence] How coherent was the intervention in comparison to (i) the sector analysis that led to its formulation, (ii) its implementation methodology, and (iii) the policies and environment in which it operated?
3. [Effectiveness] To what extent has the intervention improved the ability of the actors in the waste sector to sustainably deliver solid waste management services to the residents of Monrovia, Paynesville and surrounding townships? This analysis should include factual data on the strength of the structures that were established by the project and on the ongoing activities and future plans after project end, notably in relation to the Microfinance Loan Fund that was set up, its stakeholders and its beneficiaries (direct and indirect).
4. [Efficiency] Several components of the intervention were not delivered or re/de-scoped. How did this re/de-scoping transfer to a more positive or less positive outcome of the action and what lessons learnt can be drawn from this for future programmes?
5. [Impact] To what extent have the objectives been achieved and what facilitated/hampered the achievement? This analysis should include an assessment on the qualitative and quantitative outcomes based on gender and age. It is particularly important to double check the indicated figures from non-independent evaluation reports.
6. [Sustainability] What recommendations for future programming to support, enhance or strengthen the sustainability would the intervention have needed to include to ensure long-lasting change in the sector beyond the intervention durations? It should include factual data on ongoing activities after project end and their potential sustainability in the medium to long term.

## 2.3 Structuring of the evaluation and outputs

The evaluation process will be carried out in 3 phases and 2 activities:

- Inception phase
- Interim phase
  - Desk activities
  - Field activities
- Synthesis phase

Throughout the evaluation and following approval of the Inception Report, if any significant deviation from the work plan could compromise the quality of the evaluation or jeopardise the completion of the specific

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<sup>8</sup> The Evaluation Manager is the staff member of the Contracting Authority managing the evaluation contract. In most cases this person will be the Operational Manager of the Action(s) under evaluation.



contract within the contractual timeframe, these elements are to be immediately discussed with the Project/Evaluation Manager and, regarding the validity of the contract, corrective measures taken.

### **2.3.1 Inception Phase**

Objectives of the phase: to structure the evaluation and clarify the key issues to be addressed.

#### Main activities of evaluators during the Inception Phase

- Initial review of background documents (see Annex IV).
- Remote/face-to-face (hybrid) kick-off session at the EU Delegation in Monrovia, Liberia, between the EU Delegation, the UN Resident representative (reference group) and the evaluators. Objectives of the meeting: i) to arrive at a clear and shared understanding of the scope of the evaluation, its limitations and feasibility; ii) to clarify the expectations of the evaluation; iii) to illustrate the tentative methodology to be used; iv) any other relevant objectives.
- Initial interviews with key stakeholders (some interviews to be done “remote” since the project has ended and the staff has moved outside of Liberia).
- Finalisation or reconstruction of the description of the Intervention Logic/Theory of Change and its underlying assumptions. This requires an assessment of the evidence (between the hierarchy of results e.g., outputs, outcomes and impact) and the assumptions necessary for the intervention to deliver change as planned.
- Graphic representation of the reconstructed/finalised Intervention Logic/Theory of Change.
- Finalisation of the Evaluation Questions, based on the indicative questions contained in the Terms of Reference and on the reconstructed Intervention Logic.
- Finalisation of the evaluation methodology, including the definition of judgement criteria and indicators per Evaluation Question, the selection of data collection tools and sources. The methodology should be gender sensitive, contemplate the use of sex- and age-disaggregated data and assess if, and how, interventions have contributed to progress on gender equality.
- Representation of the methodological approach in an Evaluation Matrix (see Annex IV).
- Workplan of subsequent phases.
- Identification of the expected risks and limitations of the methodology, and of the envisaged mitigation measures.
- Preparation of the Inception Report; its content is described in Annex V.
- Remote/face-to-face (hybrid) presentation of the Inception Report at the EU Delegation in Monrovia, Liberia, to the Reference Group, supported by a slide presentation.
- Revision of the report (as relevant) following receipt of comments.

### **2.3.2 Interim Phase**

This phase is entirely devoted to gathering and analysing the information required to provide preliminary answers to the EQs. Work in this phase will consist of two activities:

1. Desk activities - review of documentation and interviews with key stakeholders and other initial data collection using different tools such as surveys.
2. Field activities - further data collection and analysis with the aim of testing the hypotheses identified during the ‘Desk activities’.

#### **2.3.2.1 Desk and field activities**

Objective of the phase: to analyse the relevant secondary data and conducting primary research.

#### Main activities of evaluators

- Completion of in-depth analysis of relevant documents and other secondary sources, to be done systematically and to reflect the methodology as described in the Inception Report.



- Selected remote, face-to-face and hybrid interviews to support the analysis of secondary data, as relevant.
- Formulation of the preliminary responses to each Evaluation Question, with analysis of their validity and limitations.
- Identification of the issues still to be covered and of the preliminary hypotheses to be tested during primary research.
- Remote/face-to-face (hybrid) presentation at the EU Delegation, Monrovia, Liberia, of the preliminary findings emerging from the desk review (incl. gaps and hypotheses to be tested in the field) to kick-off the in-country portion of this Interim Phase, supported by a slide presentation.
- Completion of primary research following the methodology described in the Inception Report.
- Guarantee of adequate contact, consultation with, and involvement of the different stakeholders, including the relevant government, local authorities and agencies, as well as community based enterprises and other stakeholders involved in the activities during and after project implementation, throughout the Interim Phase. THIS IS A KEY PART of the evaluation, sufficient time needs to be dedicated to this.
- Use of the most reliable and appropriate sources of information, respecting the rights of individuals to provide information in confidence, and being sensitive to the beliefs and customs of local, social and cultural environments, throughout the Interim Phase. Preparation of the Intermediary Note; its content is described in Annex V.
- Preparation of a slide presentation of intermediate/preliminary (Desk and Field) findings and preliminary conclusions (to be tested with the Reference group).
- Remote/face-to-face (hybrid) presentation of the intermediate/preliminary (Desk and Field) findings and preliminary conclusions at the EU Delegation, Monrovia, Liberia to the Reference Group, supported by the slide presentation.

### **2.3.3 Synthesis Phase**

Objectives of the phase: to report on results from the evaluation (final answers to the Evaluation Questions (final findings) and formulate conclusions and recommendations).

#### Main activities of evaluators

- Analysis and synthesis of the evidence and data collected during the previous phases to provide a final answer to the Evaluation Questions. This should include factual data on impact and (non-) sustainability.
- Preparation of the Draft Final Report; its content is described in Annex V.
- Remote/face-to-face (hybrid) presentation of the Draft Final Report at the EU Delegation, Monrovia, Liberia to the Reference Group, supported by a slide presentation.
- Preparation of a response to the draft QAG (Quality Assessment Grid) formulated by the Programme/Evaluation Manager in annex VII to these ToRs<sup>9</sup>.
- Once the comments on the Draft Final Report are received from the Programme/Evaluation Manager, addressing those that are relevant and producing the Final Report, and uploading it to the EVAL module; its content is described in Annex V. While potential quality issues, factual errors or methodological problems should be corrected, comments linked to diverging judgements may

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<sup>9</sup> All mentions to the EVAL module throughout the text in accordance with the Art.43.3 of the "Draft Framework Contract Agreement and Special Conditions" of the SIEA Framework Contract. The module EVAL will be integrated into OPSYS and is therefore not chosen as a reporting platform. Instead the reporting will be done through the Funding and Tender Portal linked to OPSYS.

be either accepted or rejected. In the latter instance, the evaluators must explain the reasons in writing (free format).

- Preparation of the Executive Summary and upload to the EVAL module by using the compulsory format given in the module.
- Inclusion of an executive summary (free text format) in the Final Report (see Annex V).

If relevant and useful, the use and preparation of infographics is welcome.

The evaluators will make sure that:

- their assessments are objective and balanced, statements are accurate and evidence-based, and recommendations realistic and clearly targeted.
- when drafting the report, they will acknowledge clearly where changes in the desired direction are known to be taking place already.
- the wording, inclusive of the abbreviations used, considers the audience as identified in Art. 2.1 above.

### 2.3.4 Overview of deliverables and meetings and their timing

The synoptic table below presents an overview of the deliverables to be produced by the evaluation team, the key meetings with the Reference Group (including the Programme/Evaluation Manager) as described previously, as well as their timing.

Evaluation phases	Deliverables and <i>meetings</i>	Timing
<b>Inception phase</b>	• <i>Meeting: kick off</i>	• <i>1<sup>st</sup> half September (tbc)</i>
	• Inception Report	• End of Inception Phase
	• Slide presentation	• End of Inception Phase
	• <i>Meeting: presentation of Inception Report</i>	• End of Inception Phase
<b>Interim: Desk and Field activities</b>	• <i>Meeting: presentation of preliminary findings (to be tested) emerging from the desk work</i>	• Shortly before or at the beginning of the field activities
	• Intermediary note	• End of Interim (Desk and Field) Phase
	• Slide presentation	• End of Interim (Desk and Field) Phase
	• <i>Meeting: debriefing on intermediate/preliminary (Desk and Field) findings</i>	• End of Interim (Desk and Field) Phase
<b>Synthesis phase</b>	• Draft Final Report	• 2 <sup>nd</sup> half October 2023 (tbc, depending on start)
	• <i>Meeting: presentation of the Draft Final Report</i>	• 2 <sup>nd</sup> half October 2023 (tbc, depending on start)
	• Comments on the draft QAG	• Together with Final Report

	• Final Report	• 10 days after receiving comments on Draft Final Report
	• Executive summary of the Final Report	• Together with Final Report
	•	•

## 2.4 Specific contract Organisation and Methodology (Technical offer)

The invited framework contractors will submit their specific contract Organisation and Methodology by using the standard SIEA template B-VII-d-i and its Annexes 1 and 2 (B-VII-d-ii).

The evaluation methodology proposed to undertake the assignment will be described in Chapter 3 (Strategy and timetable of work) of the template B-VII-d-i. Contractors will describe how their proposed methodology will address the cross-cutting issues mentioned in these Terms of Reference; it should be gender sensitive, contemplate the use of sex- and age-disaggregated data and be able to demonstrate how interventions have contributed to progress on gender equality.

The methodology should also include (if applicable) communication-related actions, messages, materials, and related managerial structures.

By derogation of what is specified in the standard SIEA template B-VII-d-i, the maximum length of the specific contract Organisation and Methodology is 15 pages, written in Times New Roman 12 or Arial size 11, single interline, excluding the Framework Contractor's own annexes (maximum length of such annexes: 3 pages), additional to the annexes foreseen as part of the present specific ToRs. The timetable is not included in this limit and may be presented on an A3 page.

### 2.4.1 Evaluation ethics

All evaluations must be credible and free from bias; they must respect dignity and diversity and protect stakeholders' rights and interests. Evaluators must ensure confidentiality and anonymity of informants and be guided by professional standards and ethical and moral principles in observation of the 'do no harm' principle. The approach of framework contractors to observe these obligations must be explicitly addressed in the specific Organisation and Methodology, and implemented by the evaluation team throughout the evaluation, including during dissemination of results.

## 2.5 Management and steering of the evaluation

### 2.5.1 At the EU level

The evaluation is managed by the Programme/Evaluation Manager of the EUD. The progress of the evaluation will be followed closely by the Programme/Evaluation Manager with the assistance of a Reference Group consisting of representatives of UNOPS/Cities Alliance, the UN Resident Coordinator in Liberia and the Deputy Minister of Internal Affairs in her function as chair of the Microfinance Loan Fund Technical Committee.

The main functions of the Reference Group are:

- to provide input to proposed indicative Evaluation Questions, in case relevant to propose Evaluation Questions themselves
- to validate the final Evaluation Questions
- to facilitate contacts between the evaluation team and the EU services and external stakeholders
- to ensure that the evaluation team has access to, and has consulted with, all relevant information sources and documents related to the intervention

- to discuss and comment on notes and reports delivered by the evaluation team. Comments by individual group members are compiled into a single document by the Programme/Evaluation Manager and subsequently transmitted to the evaluation team
- to provide feedback on the findings, conclusions, lessons and recommendations from the evaluation
- to support the development of a proper follow-up action plan after completion of the evaluation.

### **2.5.2 At the Contractor level**

Further to the requirements set out in Article 6 of the Global Terms of Reference and in the Global Organisation and Methodology, respectively Annexes II and III of the Framework contract SIEA 2018, the contractor is responsible for the quality of the process, the evaluation design, the inputs, and the outputs of the evaluation. In particular, it will:

- support the Team Leader in their role, mainly from a team management perspective. In this regard, the contractor should make sure that, for each evaluation phase, specific tasks and outputs for each team member are clearly defined and understood
- provide backstopping and quality control for the evaluation team's work throughout the assignment
- ensure that the evaluators are adequately resourced to perform all required tasks within the timeframe of the contract.

## **2.6 Language of the specific contract and of the deliverables**

The language of the specific contract is to be English

All reports will be submitted in English.

## **3 LOGISTICS AND TIMING**

Please refer to Part B of the Terms of Reference.

### **3.1 Planning, including the period for notification of staff placement<sup>10</sup>**

As part of the technical offer, the framework contractor must fill in the timetable in Annex VI (to be finalised in the Inception Report). The 'indicative dates' are not to be formulated as fixed dates but rather as days (or weeks or months) from the beginning of the assignment (to be referenced as '0').

Sufficient forward planning is to be taken into account in order to ensure the active participation and consultation with government representatives, national/local authorities or other stakeholders.

## **4 REQUIREMENTS**

Please refer to Part B of the Terms of Reference.

All costs, other than the costs for key experts of the evaluation team will be reflected in a dedicated budget line under the chapter "Other details" of the framework contractor's financial offer.

## **5 REPORTS**

For the list of reports, please refer to Chapter 2.3 of Part A and to Part B of the Terms of Reference.

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<sup>10</sup> As per Article 16.4 a) of the General Conditions of the Framework Contract SIEA

### **5.1 Use of the Funding and Tender Portal linked to OPSYS (as alternative to the EVAL module) by the evaluators**

The selected contractor will **submit all deliverables through the funding and tender portal, linked to OPSYS**. Annex VII in the TOR template will act as Quality Assessment Grid to assess the final report's quality. In view of migration of the EVAL module to OPSYS, it is opted NOT to use the EVAL system web form.

### **5.2 Number of report copies**

Apart from its submission, the approved version of the Final Report will be also provided in 3 paper copies and in electronic version compatible with generally available software, applications and archiving tools at no extra cost.

### **5.3 Formatting of reports**

All reports will be produced using Font Arial or Times New Roman, minimum letter size 11 and 12 respectively, single spacing, double sided. They will be sent in Word and PDF formats.

## **6 MONITORING AND EVALUATION**

### **6.1 Content of reporting**

The outputs must match quality standards. The text of the reports should be illustrated, as appropriate, with maps, graphs, and tables; a map of the area(s) of intervention is required (to be attached as annex).

### **6.2 Comments on the outputs**

For each report, the Programme/Evaluation Manager will send the contractor consolidated comments received from the Reference Group or the approval of the report within 15 calendar days. The revised reports addressing the comments will be submitted within 10 calendar days from the date of receipt of the comments. The evaluation team should provide a separate document explaining how and where comments have been integrated or the reason for not integrating certain comments, if this is the case.

### **6.3 Assessment of the quality of the Final Report and of the Executive Summary**

The quality of the draft versions of the Final Report and of the Executive Summary will be assessed by the Programme/Evaluation Manager using Annex VII Quality Assessment Grid (QAG) of the ToRs (as interim measure in view of the EVAL modules' integration into OPSYS). The Contractor is given the chance to comment on the assessments formulated by the Programme/Evaluation Manager through the Funding and Tender Portal linked to OPSYS. The QAG will then be reviewed, following the submission of the final version of the Final Report and the Executive Summary.

The compilation of the QAG will support/inform the compilation of the FWC SIEA's specific contract Performance Evaluation by the Programme/Evaluation Manager.

## **7 PRACTICAL INFORMATION**

Please address any request for clarification and other communication to the following address(es):

[DELEGATION-LIBERIA-CRIS-FWC-OFFERS@eeas.europa.eu](mailto:DELEGATION-LIBERIA-CRIS-FWC-OFFERS@eeas.europa.eu)

## ANNEXES TO TOR - PART A

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Criteria	Maximum
<b><i>Total score for Organisation and Methodology</i></b>	<b><i>50</i></b>
1 Understanding of ToR and the aim of the services to be provided	<b>10</b>
2 Overall methodological approach, quality control approach, appropriate mix of tools and estimate of difficulties and challenges	<b>25</b>
3 Technical added value, backstopping and role of the involved members of the consortium	<b>5</b>
4 Organisation of tasks including timetable	<b>10</b>
<b><i>Score for the expertise of the proposed team</i></b>	<b><i>50</i></b>
<b><i>OVERALL TOTAL SCORE</i></b>	<b><i>100</i></b>



## ANNEX I: LOGICAL FRAMEWORK MATRIX (LOGFRAME) OF THE EVALUATED INTERVENTIONS

### Original Logical Framework

	Results	Indicator	Baseline	Targets	MOV	Assumptions
Impact/ Overall Objective	To contribute to poverty reduction and improve the quality of life while supporting Liberia’s carbon neutrality agenda.					
Specific Objective (outcome)	Greater Monrovia is serviced by a citywide integrated solid waste management system that reduced greenhouse gas emission and enhances the city’s resilience against climate change and disease, it creates jobs and creates awareness of climate change	% households with planned forms of garbage disposal increased	40%	60%	Income Household Survey	
		% of recycled and compostable waste in landfills	About 50% of waste is recyclable (WB 2015)	to be determined during the inception phase (TBD-Inception Phase)	Waste Characterisation study 2020	
<b>Intervention Logic:</b> the programme directly supports the attainment of Liberia’s nationally determined contributions (NDC) mitigation targets by: <ul style="list-style-type: none"><li>- promoting GHG emissions through recycling,</li><li>- reduced landfill emissions through composting,</li><li>- the use of methane emissions from the landfill for power generation (less so).</li><li>- It also provides livelihood opportunities for vulnerable communities to be employed in primary collection and</li><li>- it contributes to improved sanitations and to environmental protection.</li><li>- It also seeks to maximise the understanding and buy in of the general population on climate change policies, starting with school age children as agents of change in their communities and at same time</li><li>- promote the association of the EU with climate change policies, creating space for visibility and policy dialogue.</li></ul> page 4 and 5 of the Financing Agreement)						



Overall Summary of typical tasks of the Implementing Agent:

(i) procure technical assistance services (ii) Procure equipment (iii) Grants and or loans to civil society organisations and CBEs (iv) Partnerships with private operators

Summary of components/ outcomes	<b>Outcome 1/Component 1: <u>Collect more waste</u></b>	<b>Outcome/Component 2: <u>Extract and reuse plastic and organic matter</u></b>		<b>Outcome/Component 3: <u>Increased awareness and education on solid waste management</u></b>		<b>Outcome/Component 4: <u>Integrated SWM systems and capacity</u></b>
	Improved access to sanitation through more sustainable and efficient solid waste collection in Greater Monrovia	Reduced greenhouse gas emission through improving extracting, sorting and re-use of solid waste in Greater Monrovia		Improved awareness of Climate Change and climate-resilient solid waste management in the GM population with a focus on youth.		Improved and integrated plans and capacity to manage and fund SWM for GM.
DETAILED OUTCOMES/ COMPONENTS						
Results/ Intermediate outcomes	<b>Outcome 1/Component 1: <u>Collect more waste</u></b>	Percentage of Households receiving PSW collection services in Greater Monrovia	40% baseline	60% target	Baseline survey, Liberia Income and expenditure survey	
	<b>Output 1.1</b> Improved Coverage and improved effectiveness through CBEs:	Number of CBEs involved in PSW.	TBD-Inception Phase	TBD-Inception Phase	M&E (Six month reports)	LISGIS capacity for survey Political stability
		Number of loans and grants to CBEs	0	40 of 10 000 usd each		
		Number of grants	0	TBD-Inception Phase		
		Number of people employed by CBEs disaggregated by sex	TBD-Inception Phase	TBD-Inception Phase		

		Number of CBEs that report improved financial sustainability	TBD-Inception Phase	TBD-Inception Phase		
		Number of CBEs trained	TBD-Inception Phase	TBD-Inception Phase		
		CBE members report improved representation and quality of engagement by the CBE Executive Committee	TBD-Inception Phase	TBD-Inception Phase	Baseline, Midline and end-line survey	
	<b>Activities</b>  1.1.1 Develop an SMME capacity building programme aimed at strengthening the financial management and quality of service of CBEs.  1.1.2 Establish a micro credit to support CBEs with equipment and issue loans  1.1.3 Establish a small grant facility for CBEs and communities for primary waste collection innovation and issue small grant.  1.1.4 Train CBEs in financial management, service quality, M&E, HRM  1.1.5 Build the admin and management capacity of the CBE Exec Committee					
<b>Results/ Intermediate outcomes</b>	<b><u>Outcome/Component 2: Extract and reuse plastic and organic matter</u></b>  Reduced greenhouse gas emission through	Proportion of solid waste sorted after extraction.	TBD-Inception Phase	TBD-Inception Phase	Baseline, Mid-line and end-line	LISGIS capacity for survey Political stability

	improving extracting, sorting and re-use of solid waste in Greater11 Monrovia  OR To limit the amount of waste transported to the Landfill site by adding value to waste.					
	<b>Outputs:</b>  2.1 Feasibility Studies	X number of feasibility studies conducted.	0	<b>TBD-Inception Phase</b>		
	2.2 Recycling pilots: sorting and extracting	X number of CBEs and SMME supported to enter the 3R market	<b>TBD-Inception Phase</b>	<b>TBD-Inception Phase</b>	M&E (Six month reports)	
		X volume of waste extracted.	<b>TBD-Inception Phase</b>	<b>TBD-Inception Phase</b>	Baseline, Mid-line and end-line	
		X number of jobs created through 3 R	0	<b>TBD-Inception Phase</b>		
		X number of sorting stations supported	0	<b>TBD-Inception Phase</b>		
	2.3 Recycling pilots: plastics and composting manufacturing	X number of recycling pilots invested in to x value: organic waste	0	<b>TBD-Inception Phase</b>	M&E (Six month reports)	

		X number of recycling pilots invested in to x value: plastics	0	TBD-Inception Phase		
	<b>Activities:</b>  2.1.1 Commissioning feasibility studies into selected options: technologies and product markets, production testing and detail out the most feasible models for plastics and organics extracting, sorting and plastic goods and composting production.  2.1.2 Build and operate sorting stations.  2.1.3 Pilot waste to plastic project in operation  2.1.4 Pilot waste to compost project in operation  2.1.5 Arranging cross visits to identified best practice and technology w.r.t plastics and compost recycling examples					
Results/ Intermediate outcomes	<b><u>Outcome/Component 3: Increased awareness and education on solid waste management</u></b>  Improved awareness of Climate Change and climate-resilient solid waste management in the GM population with a focus on youth	Proportion of HHs reached by awareness campaigns on solid waste management	TBD-Inception Phase	TBD-Inception Phase	Baseline, Mid-line and end-line	LISGIS capacity for survey  Political stability
	<b>Outputs:</b>  3.1 Education campaigns for schools	X number of schools reached in awareness campaigns	0	TBD-Inception Phase	M&E (Six month report)	

	on climate change and 3R	x number of education campaigns targeting schools	0	TBD-Inception Phase		
		x number of youth reached in awareness campaigns disaggregated by sex	0	TBD-Inception Phase		
	3.2 Outreach activities for GM population, one climate change SWM and 3R, climate smart behaviour	x number of outreach activities to educate the general populations about the threat of climate change	0	TBD-Inception Phase		
		Quality of Greater Monrovia population engagement in climate change, SWM and 3R disaggregated by sex	TBD-Inception Phase	TBD-Inception Phase		

					Baseline, Mid-line and end-line	
		Extent at which population behaviour towards climate change and SWM has been influenced by outreach activities	TBD-Inception Phase	TBD-Inception Phase		
	3.3 Pilot projects in schools and communities: demonstration projects	X number of 3R pilot projects in schools	0	TBD-Inception Phase	M&E (Six month report)	
		Degree of school and community engagement in the design and implementation of demonstration projects	TBD-Inception Phase	TBD-Inception Phase		
	<b>Activities:</b>  3.1.1 Develop a school and community awareness campaigns and competitions for greater Monrovia that promote climate change awareness, promote 4R awareness the importance of protecting the natural and built environment.  3.1.2. Implement a school and community awareness campaigns and competitions for greater Monrovia.  3.1.3. Implement Outreach events including radio shows, cleanest school & I/community competitions, beach cleaning campaigns					
	<b><u>Outcome/Component 4: Integrated SWM systems and capacity</u></b>	Degree of adoption and implementation of integrated plans	TBD-Inception Phase	TBD-Inception Phase	Baseline, Mid-line and end-line	LISGIS capacity for survey Political stability

	Improved and integrated plans and capacity to manage and fund SWM for GM.	and capacity in greater Monrovia				
	<b>Outputs</b>					
	4.1 Capacity Built of officials	X number of PCC and MCC staff capacitated disaggregated by sex.	0	TBD-Inception Phase	M&E (six month reports)	
		x number of training courses for municipal SWM officials and CBEs	0	TBD-Inception Phase		
	4.2 Long term costed SWM plan for GM	X number of costed long term ISWM strategy and plans	0	TBD-Inception Phase		
	4.3 Oversight of the programme	X number of PSC and Technical Oversight meetings & SWM partnerships forums meetings	0	TBD-Inception Phase		
	4.4 M&E of the programme	Development of a comprehensive M&E system for the programme	0	TBD-Inception Phase		
	4.5 Learnings documented and shared	X number of programme Steering committee meetings organised	0	TBD-Inception Phase		
		X number of learning exchanges	0	TBD-Inception Phase		

	<p><b>Activities</b></p> <p>4.1.1 Support the capacity development and institutional strengthening of an integrated solid waste management team within Greater Monrovia</p> <p>4.1.2 Developing a stakeholder platform that brings together national ministries, Greater Monrovia Local Government, private sector, and communities</p> <p>4.1.3 Linked to the City Development Strategies (CDS), developing a costed solid waste strategy for the Greater Monrovia area.</p> <p>4.1.4 Designing and implementing a participatory monitoring and evaluation system with a community monitoring component</p>	
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## Amended logical framework

**Project: Delivering Climate-Resilient Solid Waste Management Services in Greater Monrovia, Liberia through Community-Based Enterprises****Donor: European Union Delegation to Liberia****Contract ID: CTR- ENV/2017/393-690****Implementing partner: Cities Alliance UNOPS - Liberia Country Programme****Revised Logical Framework Matrix April - December 2021****Date of submission: 19<sup>th</sup> May 2021 PROJECT NAME****IMPACT/GOAL****Delivering Climate-Resilient Solid Waste Management Services in Greater Monrovia, Liberia through Community Based Enterprises**

To contribute to poverty reduction and improve the quality of life while supporting Liberia's carbon neutrality agenda

Outcome	Outcome Indicator 1.1	Baseline	Target	Progress to date (Dec 2020)	MoV	Assumptions
Greater Monrovia is serviced by a citywide integrated solid waste management system that reduces greenhouse gas emission and enhances the city's resilience against climate change and disease.	% households with planned forms of garbage disposal in selected communities of Greater Monrovia.	36% (CA Liberia Country programme baseline survey report, 2017)	45%	83%	Household Income Survey CA internal mid-term and final evaluation	Planned household waste disposal in Greater Monrovia.
% of recycled waste going to landfill (organic & inorganic)	33% of waste is recyclable (Pasco)		25% of the recyclable	33%		Solid Waste characterization study, CA internal mid-term and final evaluation
<b>Intervention Logic:</b> the programme directly supports the attainment of Liberia's nationally determined contributions (NDC) mitigation targets by: - Providing livelihood opportunities for vulnerable communities to be employed in primary collection and contribute to improved sanitations and to environmental protection. - Maximizing the understanding and buy in of the general population on climate change policies, starting with school age children as agents of change in their communities and at same time promote the association of the EU with climate change policies. - Creating space for visibility and policy dialogue.						
<b>Summary of components/ outcomes</b>	<b>Outcome 1/Component 1: Collect more waste</b> Improved access to sanitation through more sustainable and efficient solid waste collection in Greater Monrovia		<b>Outcome/Component 2: Extract and reuse plastic and organic matter</b> Reduced greenhouse gas emission through sorting and re-use of solid waste in Greater Monrovia	<b>Outcome/Component 3: Increased awareness and education on solid waste management</b> Improved awareness of Climate Change and climate-resilient solid waste management in the GM population with a focus on youth.	<b>Outcome/Component 4: Integrated SWM systems and capacity</b> Improved and integrated plans and capacity to manage and fund SWM for GM.	

**INTERMEDIATE OUTCOMES**

INTERMEDIATE OUTCOME 1	Intermediate Outcome Indicator 1.1	Baseline	Target	Progress to date (December 2020)	MoVs	Assumptions
Improved access to sanitation through more sustainable and efficient solid waste collection in Greater Monrovia	Percentage of Households receiving PSW collection services in greater Monrovia.	36%	45%	37%		CA Baseline, mid-term and end-line survey reports
OUTPUT1.1	Output Indicator 1.1	Baseline	Target	Progress to date (December 2020)	MoVs	Assumptions

Improved Coverage and effectiveness through CBEs:	Number of CBEs registered with MCC, PCC, NACOBÉ, LIBA and are active in PSW.	14	35	44	MCC, PCC records NACOBÉ records
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## ANNEX II: THE EVALUATION CRITERIA

The definition and the number of DAC evaluation criteria has changed following the release (10 December 2019) of the document “Evaluation Criteria: Adapted Definitions and Principles for Use” (DCD/DAC(2019)58/FINAL).

The evaluators will ensure that their analysis respects the new definitions of these criteria, their explanatory notes and the guidance document. These can be found at: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Unless otherwise specified in chapter 2.1, the evaluation will assess the intervention using the six standard DAC evaluation criteria and the EU added value, which is a specific EU evaluation criterion. Their short definitions are reported below:

### DAC CRITERIA

- **Relevance:** the “extent to which the intervention objectives and design respond to beneficiaries’, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.”
- **Coherence:** the “compatibility of the intervention with other interventions in a country, sector or institution.”
- **Effectiveness:** the “extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.”
- **Efficiency:** the “extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.”
- **Impact:** the “extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.”
- **Sustainability:** the “extent to which the net benefits of the intervention continue or are likely to continue.”

### EU-SPECIFIC CRITERION

- **EU added value:** the extent to which the intervention brings additional benefits to what would have resulted from Member States' interventions only in the partner country. It directly stems from the principle of subsidiarity defined in the Article 5 of the Treaty on European Union (<https://www.europarl.europa.eu/factsheets/en/sheet/7/the-principle-of-subsidiarity>).

### ANNEX III: INFORMATION THAT WILL BE PROVIDED TO THE EVALUATION TEAM

The following is an indicative list of the documents that the Contracting Authority will make available to the selected evaluators shortly after the contract signature:

- legal texts and political commitments pertaining to the intervention(s) to be evaluated.
- Country Strategy Paper of Liberia (PAPD) and Indicative Programmes (and equivalent) for the periods covered.
- relevant national/sector policies and plans from National and Local partners and other donors.
- intervention design studies.
- intervention feasibility/formulation studies.
- intervention financing agreement and addenda.
- intervention's quarterly and annual progress reports, and technical reports.
- European Commission's Result Oriented Monitoring (ROM) Reports, and other external and internal monitoring reports of the intervention.
- intervention's mid-term evaluation report and other relevant evaluations, audit, reports.
- relevant documentation from national/local partners and other donors.
- guidance for gender sensitive evaluations.
- calendar and minutes of all the meeting of the Steering Committee of the intervention(s).
- any other relevant document (e.g. journalists question and published article).

**Note:** The evaluation team has to identify and obtain any other document worth analysing, through independent research and during interviews with relevant informed parties and stakeholders of the intervention.

## ANNEX IV: THE EVALUATION MATRIX

The evaluation matrix (hereinafter: the matrix) will accompany the whole evaluation by summarising its **methodological design (Part A)**, to be filled and included in the Inception Report) and **documenting the evidence analysed** to answer each EQ (Part B)

The full matrix (parts A and B) is to be included in all reports.

Use one set of tables (Parts A and B) for each Evaluation Question (EQ) and add or delete as many rows as needed to reflect the selected judgement criteria and indicators. Delete the guidance and the footnotes when including the matrix in the reports.

### PART A – Evaluation design

EQ1: "XXX?"				
Evaluation criteria covered <sup>11</sup>				
Judgement criteria (JC) <sup>12</sup>	Indicators (Ind) <sup>13</sup>	Information sources		Methods / tools
		Primary	Secondary	
JC 1.1 -	I 1.1.1 -			
	I 1.1.2 -			
	I 1.1.3 -			
JC 1.2 -	I 1.2.1 -			
	I 1.2.2 -			
	I 1.2.3 -			
JC 1.3 -	I 1.3.1 -			
	I 1.3.2 -			
	I 1.3.3 -			

<sup>11</sup> What evaluation criterion/criteria is/are addressed by this EQ?

<sup>12</sup> Describe each selected JC and number them as illustrated in the template; the first numeric value represents the EQ the JC refers to.

<sup>13</sup> As above. The two first numeric values represent the JC the indicators refer to. The number of JC and indicators per JC as reported in the table is purely illustrative. The table is to be adapted to your specific evaluation and reflect the appropriate JCs and indicators.

**PART B – Evidence log**

Ind <sup>14</sup>	Baseline data <sup>15</sup>	Evidence gathered/analysed	Quality of evidence <sup>16</sup>
I 1.1.1			
I 1.1.2			
I 1.1.3			
I 1.2.1			
I 1.2.2			
I 1.3.1			

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<sup>14</sup> Use the same numbering as in Part A; no need to describe the indicators.

<sup>15</sup> In case they are available. This column can also be used to record mid-term data (if available).

<sup>16</sup> Score as follows: 0 (no evidence), 1 (some evidence), 2 (sufficient evidence), 3 (conclusive evidence)

## ANNEX V: STRUCTURE OF THE REPORTS

### **1. INCEPTION REPORT (to be delivered at the end of the Inception phase)**

The format of the Inception Report is free and should have a maximum length of 20 pages excluding annexes; it must contain at least the following:

Introduction	Short description of the context of the evaluation, its objectives and focus
Reconstructed Intervention Logic	This will be based on initial analysis of secondary sources and consultation with key stakeholders
Stakeholder map	Free format: this will represent the key stakeholders of the intervention(s) under evaluation and their relations with the intervention(s)
Finalised Evaluation Questions with Judgement criteria and indicators (Evaluation Matrix, part A)	See the template
Methodology of the evaluation	This will include: <ul style="list-style-type: none"> <li>○ Overview of entire evaluation process and tools</li> <li>○ Consultation strategy [as needed]</li> <li>○ Case studies [as needed]</li> <li>○ Approach to the following phase of the evaluation, including planning of field missions</li> </ul>
Analysis of risks related to the evaluation methodology and mitigation measures	In tabular form (free style)
Ethics rules	Including, but not limited to, avoiding harm and conflict of interest, informed consent, confidentiality and awareness of local governance and regulations
Work plan	This will include a free text description of the plans and their representation in Gantt format

### **2. INTERMEDIARY DESK AND FIELD NOTE (to be delivered at the end of the Desk and Field phase)**

The format of the Intermediary Desk and Field Note is free and should have a maximum length of 15 pages excluding annexes; it must contain at least the following:

list of activities conducted
difficulties encountered and mitigation measures adopted
intermediate/preliminary consolidated Desk and Field findings
preliminary overall conclusions (to be tested with the Reference Group)

### **3. DRAFT FINAL REPORT AND FINAL REPORT (to be delivered at the end of the Synthesis phase)**

The Draft Final and the Final Report have the same structure, format, and content. They should be consistent, concise, and clear, and free of linguistic errors both in the original version and in their translation, if foreseen. The Final Report should not be longer than 40 pages excluding annexes. The presentation must be properly spaced, and the use of clear graphs, tables and short paragraphs is strongly recommended.

The cover page of the Final Report should carry the following text:

*“This evaluation is supported and guided by the European Commission and presented by [name of consulting firm]. The report does not necessarily reflect the views and opinions of the European Commission”.*

The main sections of the evaluation report should be as follows:

Executive Summary	The Executive Summary is expected to highlight the evaluation purpose, the methods used, the main evaluation findings and the conclusions and recommendations. It is to be considered a “stand alone” document.
1. Introduction	A description of the intervention, of the relevant country/region/sector background and of the evaluation, providing the reader with sufficient methodological explanations to gauge the credibility of the conclusions and to acknowledge limitations or weaknesses, where relevant.
2. Findings	A chapter presenting the answers to the Evaluation Question headings, supported by evidence and reasoning. Findings per judgement criteria and detailed evidence per indicator are included in an annex to the Report.
3. Overall assessment ( <i>optional</i> )	A chapter synthesising all answers to Evaluation Questions into an overall assessment of the intervention. The detailed structure of the overall assessment should be refined during the evaluation process. The relevant chapter has to articulate all the findings, conclusions and lessons in a way that reflects their importance and facilitates reading. The structure should not follow the Evaluation Questions, the logical framework or the evaluation criteria.
4. Conclusions and Recommendations	
4.1 Conclusions (incl. factual findings)	This chapter contains the conclusions of the evaluation, organised per evaluation criterion.  In order to allow better communication of the evaluation messages that are addressed to the Commission, a table organising the conclusions by order of importance can be presented, or a paragraph or sub-chapter emphasising the three or four major conclusions organised by order of importance, while avoiding being repetitive.



4.2 Recommendations	<p>They are intended to improve or reform the intervention in the framework of the cycle underway, or to prepare the design of a new intervention for the next cycle.</p> <p>Recommendations must be clustered and prioritised, and carefully targeted to the appropriate audiences at all levels, especially within the Commission structure.</p>
4.3 Lessons learnt	<p>Lessons learnt generalise findings and translate past experience into relevant knowledge that should support decision making, improve performance and promote the achievement of better results. Ideally, they should support the work of both the relevant European and partner institutions.</p>
5. Annexes to the report	<p>The report should include the following annexes:</p> <ul style="list-style-type: none"> <li>• Terms of Reference of the evaluation</li> <li>• names of the evaluators (CVs can be shown, but summarised and limited to one page per person)</li> <li>• detailed evaluation methodology including: the evaluation matrix; options taken; difficulties encountered and limitations; detail of tools and analyses</li> <li>• detailed answer by judgement criteria</li> <li>• evaluation matrix with data gathered and analysed by (EQ/JC) indicator</li> <li>• Intervention Logic/Logical Framework matrices (planned/real and improved/updated)</li> <li>• relevant geographic map(s) where the intervention took place</li> <li>• list of persons/organisations consulted</li> <li>• literature and documentation consulted</li> <li>• other technical annexes (e.g., statistical analyses, tables of contents and figures, matrix of evidence, databases) as relevant.</li> </ul>

#### **4. EXECUTIVE SUMMARY (as part of Final Report)**

A self-standing executive summary is to be included in the Final Report (please refer to the paragraph above, detailing the content of the Final Report). The executive summary of the EVAL module itself will not be used in view of its imminent migration into OPSYS.

## ANNEX VI: PLANNING SCHEDULE

This annex must be included by framework contractors in their specific contract Organisation and Methodology and forms an integral part of it.

Framework contractors can add as many rows and columns as needed.

The phases of the evaluation should reflect those indicated in the present Terms of Reference.

Note: the assignment is estimated at a maximum of 60 days over an assignment period of a total of 90 calendar days.

		Indicative Duration in working days <sup>17</sup>		
Activity	Location	Team Leader	Evaluator	Indicative Dates
<b>Inception phase: total days</b>				
•				
•				
<b>Desk activities: total days</b>				
•				
•				
<b>Field activities: total days</b>				
•				
•				
<b>Synthesis phase: total days</b>				
•				
•				
<b>Dissemination phase: total days</b>				
•				
•				
<b>TOTAL working days (maximum)</b>				

<sup>17</sup> Add one column per each evaluator

## ANNEX VII: EVAL QUALITY ASSESSMENT GRID

The quality of the Final Report will be assessed by the Programme/Evaluation Manager (following the submission of the draft Report and Executive Summary) using the following quality assessment grid, which is included **in the EVAL Module**; the grid will be shared with the evaluation team, who will be able to include their comments.

### Intervention (Project/Programme) evaluation – Quality Assessment Grid Final Report

Evaluation data			
Evaluation title			
Evaluation managed by		Type of evaluation	
Ref. of the evaluation contract		EVAL ref.	
Evaluation budget			
EUD/Unit in charge		Evaluation Manager	
Evaluation dates	Start:	End:	
Date of draft final report		Date of Response of the Services	
Comments			
Project data			
Main project evaluated			
CRIS/OPSYS # of evaluated project(s)			
DAC Sector			
Contractor's details			
Evaluation Team Leader		Evaluation Contractor	
Evaluation expert(s)			

#### Legend: scores and their meaning

Very satisfactory: criterion entirely fulfilled in a clear and appropriate way

Satisfactory: criterion fulfilled

Unsatisfactory: criterion partly fulfilled

Very unsatisfactory: criterion mostly not fulfilled or absent

## The evaluation report is assessed as follows

### 1. Clarity of the report

This criterion analyses the extent to which both the Executive Summary and the Final Report:

- are easily readable, understandable and accessible to the relevant target readers;
- highlight the key messages;
- have various chapters and annexes well balanced in length;
- contain relevant graphs, tables and charts facilitating understanding;
- contain a list of acronyms (only the Report);
- avoid unnecessary duplications;
- have been language checked for unclear formulations, misspelling and grammar errors.
- The Executive Summary is an appropriate summary of the full report and is a free-standing document.



Strengths	Weaknesses	Score
Contractor's comments	Contractor's comments	

### 2. Reliability of data and robustness of evidence

This criterion analyses the extent to which:

- data/evidence was gathered as defined in the methodology;
- the report considers, when relevant, evidence from EU and/or other partners' relevant studies, monitoring reports and/or evaluations;
- the report contains a clear description of the limitations of the evidence, the risks of bias and the mitigating measures.






Strengths	Weaknesses	Score
Contractor's comments	Contractor's comments	

### 3. Validity of Findings

This criterion analyses the extent to which:

- findings derive from the evidence gathered;
- findings address all selected evaluation criteria;
- findings result from an appropriate triangulation of different, clearly identified sources;
- when assessing the effect of the EU intervention, the findings describe and explain the most relevant cause/effect links between outputs, outcomes and impacts;
- the analysis of evidence is comprehensive and takes into consideration contextual and external factors.



Strengths	Weaknesses	Score
Contractor's comments	Contractor's comments	
<b>4. Validity of conclusions</b>		
<p>This criterion analyses the extent to which:</p> <ul style="list-style-type: none"> <li>conclusions are logically linked to the findings, and go beyond them to provide a comprehensive analysis;</li> <li>conclusions appropriately address the selected evaluation criteria and all the Evaluation Questions, including the relevant cross-cutting dimensions;</li> <li>conclusions take into consideration the various stakeholder groups of the evaluation;</li> <li>conclusions are coherent and balanced (i.e. they present a credible picture of both strengths and weaknesses), and are free of personal or partisan considerations;</li> <li>(if relevant) the report indicates when there are not sufficient findings to conclude on specific issues</li> </ul>		
		
Strengths	Weaknesses	Score
Contractor's comments	Contractor's comments	
<b>5. Usefulness of recommendations</b>		
<p>This criterion analyses the extent to which the recommendations:</p> <ul style="list-style-type: none"> <li>are clearly linked to and derive from the conclusions;</li> <li>are concrete, achievable and realistic;</li> <li>are targeted to specific addressees;</li> <li>are clustered (if relevant), prioritised, and possibly time-bound;</li> <li>(if relevant) provide advice for the intervention's exit strategy, post-intervention sustainability or for adjusting the intervention's design or plans.</li> </ul>		
		
Strengths	Weaknesses	Score
Contractor's comments	Contractor's comments	
<b>6. Appropriateness of lessons learnt analysis (if requested by the ToR or included by the evaluators)</b>		
<p>This criterion is to be assessed only when requested by the ToR or included by evaluators and is not to be scored. It analyses the extent to which:</p> <ul style="list-style-type: none"> <li>lessons are identified;</li> </ul>		
		

<ul style="list-style-type: none"> <li>where relevant, they are generalised in terms of wider relevance for the institution(s).</li> </ul>	
<b>Strengths</b>	<b>Weaknesses</b>
<b>Contractor's comments</b>	<b>Contractor's comments</b>
<b>Final comments on the overall quality of the report</b>	
<b>Overall score</b>	



## **TERMS OF REFERENCE – PART B**

### **BACKGROUND INFORMATION**

#### **1. Benefitting Zone**

Liberia

#### **2. Contracting authority**

The European Union, represented by the European Commission, B-1049 Brussels, Belgium.

#### **3. Contract language**

English

### **LOCATION AND DURATION**

#### **4. Location**

- Normal place of posting of the specific assignment: Normal place(s) of posting of the specific assignment: Greater Monrovia, Liberia (preferably 40 days presence in Liberia for a total of 60 working days for the team within an assignment period of 90 calendar days)
- Mission(s) outside the normal place of posting and duration(s): N/A

#### **5. Start date and period of implementation**

The indicative start date is 30/10/2023 and the period of implementation of the contract will be 120 Day(s) from this date (indicative end date: 27/02/2024).

### **REQUIREMENTS**

#### **6. Expertise**

The minimum requirements covered by the team of experts as a whole are detailed below:

- Qualifications and skills required for the team: Qualifications and skills required for the team:
  - Team Leader: professional evaluation skills as well as team management skills (if a team of experts is proposed)
  - All team members: good communication skills, clear writing skills, empathy with and understanding of local culture and local reality (in a developing country setting)
- General professional experience of the team: General professional experience of the team: The evaluation team must have a cumulative experience of at least 5 years in the area of evaluation (of which at least a minimum of 3 successfully completed intervention-level or strategic evaluations), mostly in but not limited to the field of development cooperation, with solid experience in rigorous evaluation methods and techniques. The evaluation team must have at least 3 years' experience in conducting impact or results-based performance evaluations. Having successfully completed a minimum of 2 evaluations in the sector subject of these ToRs is a strong asset. Having one team member with experience of the Liberian context will be



an asset. The European Union pursues an equal opportunities policy. Gender balance in the proposed team, at all levels, is highly recommended.

- Specific professional experience of the team: Specific professional experience of the team: • At least one of the experts must have a minimum of 2 successfully completed intervention-level or strategic evaluations, with a focus on assessing the impact of the intervention. This includes the capacity to adapt and use quantitative and qualitative methods of data collection and analysis.
- Significant cumulative experience of 2 years in conducting impact evaluations, research or development efforts with informal communities and the informal economy, as well as with local and national governments.
- Cumulative experience of at least 2 years in the field of research and evaluation with proven track record of delivering impact, evidence based and statistically sound evaluations of complex development programmes is considered an asset.
- At least 2 years experience in analysing and handling large quantities of data. Minimum sector related requirements
- At least one expert to have thorough knowledge of the waste management sector and its governance, with particular focus on waste management in a city setting.
- In-depth knowledge of Community Based Enterprise involvement in waste management (collection and recycling) should be part of the team composition.
- Expertise in sustainable financing of decentralised waste collection mechanisms through Community Based Enterprises, in a city context must be part of expertise in the team. Preferred additional sector related requirements
- Knowledge and experience with PPP style arrangements is considered an asset.
- Knowledge and experience in the team of carbon emissions related to waste management is considered an asset.
- Legal expertise in the team with experience in waste management governance, notably at City level, will be an asset.
- Language skills of the team: Language skills of the team: English language equivalent of C2-level expertise, which means confident and proficient in the use of language in a professional setting, in understanding, written and oral expressions

Additional expertise requirements for the team composition:

Position	Expert category	Minimum requirements	Minimum number of working days	Additional information
Expert	Cat. I (>12 years of experience)	Team leader expected to be senior with team leader experience. (S)He is expected to have expertise related to the sector covered by this assignment as well as proven successful assignments in conducting thorough evaluation assignments with clear	60	Further expertise that would be desirable: additional complementary expertise on the sector to cover the full spectrum of challenges in the waste management sector in line with the requirements set out in the ToRs. Strengthened support through quality assurance and specialist

Position	Expert category	Minimum requirements	Minimum number of working days	Additional information
		factual findings, conclusions and recommendations.		data analysis is expected to be reflected in the team. To be noted:: the total working days (60) is estimated for the entire team expected to be on assignment within a maximum of 90 calendar days

## 7. Incidental expenditure

No incidental expenditure provided for in this contract.

## 8. Lump sums

No lump sums provided for in this contract.

## 9. Expenditure verification

No expenditure verification report is required.

## 10. Other items defined by Contracting Authority

No other items provided for in this contract.

# REPORTS AND DELIVERABLES

## 11. Reports and deliverables requirements

Title	Content	Language	Submission timing or deadline
Inception report	See Table in chapter 2.3.4 of Part A of these Terms of Reference (te be adapted to start of actual assignment)	English	Within 5 Day(s) After the project start
Interim report	Intermediary notes, preliminary findings, slide presentation	English	Within 40 Day(s) After the project start
Final report	Full description of data, analysis. Short presentation on key	English	Within 50 Day(s) After the project start

Title	Content	Language	Submission timing or deadline
	(factual) findings, also in view of the journalists' articles.		