



Maldives Clean Environment Project
Ministry of Environment
Republic of Maldives

TERMS OF REFERENCE

**Terms of Reference for Consultant Services for: Independent Evaluation
and development of a Strategic Exit /Sustainability Plan for Maldives
Clean Environment Project**

Maldives Clean Environment Project

Date: 14 July 2024

Reference No: MV-MEE-113891-CS-INDV

1. INTRODUCTION

The Government of the Republic of Maldives through the Ministry of Environment (ME) is implementing Maldives Clean Environment Project (MCEP) financed through grant aid from the International Development Association (IDA), World Bank and intends to apply part of the proceeds for a consultancy assignment to undertake an independent evaluation of the project and draft strategic exit and sustainability plan. MCEP is implemented in accordance with the World Bank's guidelines and procedures on procurement and financial management.

2. MAIN OBJECTIVES OF THE PROJECT

The main objective of the Maldives Clean Environment Project is to improve solid waste management practices in selected regions of the Maldives, namely, Zone II, Zone IV and Zone V. This will be achieved through activities carried out under the following four (4) components:

- Component 1: Strengthening National Solid Waste Management Strategy and Policy
- Component 2: Establishing Regional Waste Management Systems
- Component 3: Establishing Island Waste Management Systems
- Component 4: Project Management

3. OBJECTIVES OF THIS ASSIGNMENT

Develop an exit and sustainability strategy that will ensure the sustainability of the impacts that the project has made via its interventions and ensure results remain continuous to the beneficiaries. This assignment shall clearly indicate that the Sustainability (ie the ability of a project to provide benefits after the project has finished), the paradigm shift to the sector the project brought about and how the phase out or exit will be done.

Actions to be taken to meet the objectives

- Evaluate project activities based on the criteria (relevance, effectiveness, efficiency, sustainability and impact), considering the stage of the project at the time of the evaluation,
- Share recommendations or options for improving on each of the criterion,
- Suggest ideas and recommendations that are practicable and actionable.
- Ensure the continuation and sustainability of project activities initiated and outcomes beyond the projects closure
- Identify the ability of agencies that the project interventions will be phased out to ensure continuity and sound implementation of project interventions
- Identify the potential risks and challenges that may arise post-project completion and propose mitigation measures
- Identify needs to further strengthen local capacities and institutional frameworks for long term support to the waste management system investments
- Recommend modalities and develop a plan to facilitate knowledge transfer and dissemination of best practices to relevant stakeholders
- Establish mechanisms for monitoring and evaluating the effectiveness of the sustainability plan during implementation

While interviewing or retaining information from the Ministry, PMU and other stakeholders, **the consultant must ensure the independence of the evaluation process is kept at all times.**

Approach to the evaluation

The consultant will adhere to the following principles during the evaluation:

- Usefulness of the findings of the evaluation and recommendations through timely presentation of relevant, clear and accurate information,
- Impartiality and independence of the evaluation process,
- Credibility of the evaluation process.

4. SCOPE OF WORK

Based on the objectives above, the detailed scope of services for this assignment will be:

- Preparing an approach paper elaborating upon the evaluation methodology (within 5 calendar days from the commencement of the assignment) and undertaking a background review of existing project documents to be provided by the PMU.
- Indicate in terms of the MCEP operation what strategic means of exit is proposed, Phasing Down, Phasing Out or Phasing Over and why?
- Undertaking a detailed review of each project component against project indicators, operations plan and work plans etc.
- Consult with key stakeholders to identify any resources or information that may be missing and seek input for the analysis through a structured interview process.
- Reviewing project documentation, including reports, evaluations, and relevant data, to understand project achievements, challenges, and lessons learned.
- Consult relevant stakeholders as relevant to validate the above findings
- Conducting stakeholder consultations with government agencies, non-governmental organizations, community representatives, and other relevant stakeholders to gather insights and perspectives on the project's impact and sustainability.
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- The consultant shall provide via the analysis evidence of ownership over the project's design and implementation processes and explain how the IA/ICs and other beneficiaries have been involved in the design of the project and selection of activities.
- Analyzing the current institutional and policy framework related to environmental management in the Maldives to identify gaps and areas for improvement.
- Developing a strategic exit/ sustainability plan that includes the following:
 - Intervention/actions/activities
 - Actors (who will implement/manage what)?
 - Time lines (when will what be done)
 - Resources needed (financial, human, material)
 - Source of resources (who will provide human and financial resources)
 - Monitoring and Evaluation (what and when)?
 - Who will monitor the activities
 - Other challenges and how they can be addressed
- Drafting a comprehensive monitoring and evaluation framework to track the implementation and impact of the exit plan.
- Presenting the draft exit plan to project stakeholders for feedback and incorporating relevant inputs into the final version.

The Strategic exit plan shall include recommendations or options on the following and shall not be limited to:

- Briefly describe the current project context covering the landscape of related activities happening in the Maldives with important linkages to the project focusing on important changes since the project was originally approved.
- The consultant shall provide via the analysis evidence of ownership over the project's design and implementation processes and explain how the IA/ICs and other beneficiaries have been involved in the design of the project and selection of activities.
- The strategy shall demonstrate that project shall provide a tangible/observable benefit to the project beneficiaries.
 - It shall include the capacity to Maintain and Sustain Project Established Assets and Activities
 - It shall include whether IAs/ICs, and service providers have the knowledge and skills needed to implement the program activities on a continuing basis and whether these been provided by the project
 - It shall include whether a specific person, group, or organization specifically designated to take over responsibility for the activities/outputs, and whether they have the requisite skills
- The analysis shall assess who the identified handover partner is. Determine and present the capacities, and if additional capacities are needed, mention in the strategy what is needed for them to effectively continue the activities and outputs.
- Review how the PMU thrives to achieve the targets of different components through review of specific documents such as project progress reports, annual work plan and other relevant plans
- Review the progress and status of the 12 indicators of the project
- Review the development that has taken place since the project effectiveness in the selected zones 2, 4 and 5 (date of effectiveness: 13th September 2017)

- Review how the work is being planned and implemented in PMU on a daily, monthly and quarterly basis
- Review the status of financial disbursement and challenges to date for disbursement
- Review the project performance in order to provide an objective evaluation of the project's results and the effectiveness and efficiency of activities
- The overall approaches and quality of implementation progress
- If the project objectives as stated still are relevant today? Have there been any changes in the project context that might lead to any recommendations to reconsider how the project objectives are articulated? If so, what new factors shall be taken into account?
- What are the unmet needs the consultant could identify that would be relevant for the Ministry to look into for the continuation of the project.
- Review the planned activities (the changes and variance on project related components and activities)
- The consultant shall evaluate if there are any political or economic risks to the continuity of project interventions and present of the management and implementation structures responsible for implementing the programs post project closure are resilient to changes in the political and economic environment. Does the project remain to be relevant around the current political priorities.
- The Consultant shall examine activities and outputs that will be continued beyond the life of the project and make a list of any inputs that these activities/outputs needed as well as how these inputs will be provided after the project funding is finished.

Further to see and recommend on:

In the process of developing the exit and sustainability strategy the consultants shall work with the Project PMU to also ensure the following tasks:

- Signal intentions in advance, stakeholders shall be aware that exit is planned and be actively involved in planning for it and therefore duly consulted
- Discuss implications of an exit, including expectations for each main activity and present recommendations for future scale up and scale down of what has worked and what has not worked, respectively.
- To which extent are the activities in the project aligned to meet the objectives and results set out in the project?
- If the project activities are well aligned to meet the relevant needs of the beneficiaries?
- Has the project been running in an efficient way?
- The progress of intermediate results achieved so far and its sustainability or if it is on a sustainable track?
- Are the result indicators and their means of verification well aligned to project goals?
- What possible adjustments would the consultant recommend?
- To which extent did the project succeed in including a gender perspective so far?
- The ownership of the program
- The innovativeness in result areas
- Replication and scalability

The consultant is expected to review the following documents but not limited to:

- Project Appraisal Document (PAD)
- Project Financing Agreement

- Project Operations Manual
- All work plans including procurement plans
- Progress reports
- Missions reports
- Financial reports
- Audit reports
- Relevant consultancy reports delivered by other consultants
- Review relevant field reports

5. Duration of Consultancy

The consultancy shall be completed within 4 months period. The consultant will submit the following deliverables/outputs as per the following timeline:

Activity	Timing
Inception Report	2 weeks from commencement
Draft Strategic Exit Plan - Presentation to the MoCCEE's seniors, MOF and PMU	2 months from commencement
Final Strategic Exit Plan	3 months from commencement
Monitoring and Evaluation Framework	4 months from commencement

Note:

- All output documents shall be provided in English (as soft copies in both pdf and editable MS Word format) The evaluation report shall clearly demonstrate the set of primary and secondary data collected during the evaluation study.

6. Deliverables

The following are key deliverables for the assignment:

- Inception Report: A detailed outline of the proposed methodology, work plan, and timeline for completing the consultancy.
- Draft Strategic Exit Plan: A comprehensive document outlining the proposed strategies, action plans, and recommendations for post-project sustainability.
- Final Strategic Exit Plan: Revised based on stakeholder feedback, incorporating any necessary revisions or additions.
- Monitoring and Evaluation Framework: A detailed framework for monitoring and evaluating the implementation and impact of the exit plan.

7. Reporting Modalities

The consultant will work under the overall guidance of the Project Manager of Maldives Clean Environment Project.

8. Academic Qualification and Experience

The consultant shall possess the following qualifications and experience as a minimum standard for conducting the evaluation study:

- Doctoral Degree or a Post Graduate Degree in either statistic, economics, socioeconomics, project management, development studies or other relevant field with knowledge of statistics;
- A minimum of 5 years' experience working in similar studies and work
- Familiarity with waste management issues and context of Maldives
- Experience in evaluation analysis and implementation,
- Familiarity with results-based project management concepts such as theories of change and logical framework approaches.
- Excellent communication skills
- Excellent report writing, computer and analytical skills

9. Evaluation Criteria

The proposals submitted by the consultants will be evaluated based on the criteria below.

Consultant's qualification: Doctoral Degree or a Post Graduate Degree in either statistic, economics, socioeconomics, project management, development studies or other relevant field with knowledge of statistics;	[20]
Specific experience of the consultant relevant to the assignment (5– 15 years): <ul style="list-style-type: none"> • A minimum of 5 years' experience working in similar studies and work (30) • Experience in evaluation analysis and implementation (20) • Understanding of the waste management sector/context of Maldives (15) • Familiarity with results-based project management concepts such as theories of change and logical framework approaches (15) 	[80]
TOTAL SCORE	100

10. Fee

Consultancy fee will be negotiable. Payments will be made as per the following payment schedule:

- 10% upon submission of Inception report and approval of the report
- 30% upon submission of the draft evaluation report and presentation of the findings based on the draft submitted, to relevant stakeholders
- 20% upon submission of the monitoring and evaluation framework
- 40% upon submission and acceptance of the final evaluation report

11. Facilities/ support to be provided by the Client

- The client will provide copies of all relevant studies and reports related the project, for review.
- The client will assist in coordinating/ arranging required meetings.

12. Application / Submission

Interested applicants may submit their proposals on or before the time provided in the advertisement to the following Email Address including the following listed documents:

1. Letter of Expression of Interest (EOI)
2. An updated CV that demonstrates that the consultant is qualified to perform the services (including description of similar assignments, experience in similar conditions, availability of appropriate skills etc.)
3. Attested copies of Educational Certificates (copies taken from with accredited original certificates)
4. Reference Letters/ Certificate of Completion for similar and relevant assignments.
5. Copy of National Identification Card
6. Management and Implementation Plan for the assignment. The consultant must submit a management and implementation plan showing all tasks, schedule of activities, deliverables and dates for drafts, reviews and revisions.
7. A financial proposal as specified in the (**ANNEX 1-FINANCIAL BREAKDOWN FORM**)

Email: mcep.procurement@environment.gov.mv

Contact Number: 3018300, 3018451

ANNEX 1

FINANCIAL BREAKDOWN FORM

No	Description	Price/Unit (MVR)	Total
1	Inception report and approval of the report- (10%)		
2	Draft evaluation report and presentation of the findings based on the draft submitted, to relevant stakeholders (30%)		
3	The monitoring and evaluation framework (20%)		
4	Final evaluation report (40%)		
	Sub Total		
	GST		
	Total Inclusive of GST		