Too Good to Waste

TERMS OF REFERENCE (TOR)

Hiring of an External Evaluation Firm or Consultant Final Evaluation of the Project "Too Good To Waste: Initiative to Mitigate Methane Emissions from Waste in LAC"

1. BACKGROUND

Project RG-T4317 "Too Good to Waste: Initiative to Mitigate Methane Emissions from Waste in LAC" (hereinafter referred to as the Project) began on **March 6, 2024**, with a total duration of **48 months**, until **March 6, 2028**.

The Project is co-executed by:

- **Inter-American Development Bank (IDB):** execution of **Component 2**.
- **Center for Clean Air Policy (CCAP):** execution of Components 1, 3, and 4, as well as responsibility for audit, final evaluation, and operating costs of the Project Executing Unit (PEU).

Total funding amounts to **US$4,000,000**, provided by the **IDB's Global Methane Hub (Windward Fund)** and the **Multi-Donor AquaFund**. CCAP executes **US$385,000** for Components 1, 3, 4 and audit and evaluation functions.

General objective of Project RG-T4317:

Accelerate the implementation of solid waste management (SWM) projects aimed at methane mitigation in the Bank's borrowing countries, contributing to the **Global Methane Pledge**'s goal of reducing emissions by 30% by 2030.

A summary description of the components executed by CCAP can be found in **Annex 1**.

2. OBJECTIVE OF THE FINAL EVALUATION

General objective

Conduct an **independent**, objective, and evidence-based final evaluation of the design, implementation, results, and institutional performance of **Components 1, 3, and 4**, executed by CCAP in coordination with the IDB.

Specific objectives

1. Determine the level of achievement of planned objectives, targets, indicators, and deliverables.
2. Evaluate the technical, financial and operational efficiency in the use of resources.
3. Analyze the relevance of the Project design, its intervention logic and the modifications made.
4. Identify enabling and constraining factors affecting performance.
5. Document lessons learned, good practices, and strategic recommendations for future IDB, CCAP, and GMH programs.

3. SCOPE

The evaluation will cover:

Period

From **March 2024 to February 2026** (or the most recent reporting period available at the start of the evaluation).

Components to be evaluated

- **Component 1:** Measurement and MRV methodologies and tools.
- **Component 3:** Financial strategies and access to carbon markets and climate funds.
- **Component 4:** Capacity building, webinars, workshops, technical materials and dissemination.

Cross-cutting themes to be evaluated

- Relevance of the design and contractual modifications.
- Intervention logic (chain of results).
- Compliance with products and results.
- Financial management and budget execution.
- Institutional performance of CCAP as an executing agency.
- Technical quality and usefulness of products for borrowing countries.
- Approaches to inclusion, gender, sustainability and replicability.

4. METHODOLOGY

The Consultant or Evaluation Firm shall submit a robust methodological proposal. At a minimum, it must include:

4.1 Documentary review

It includes, but is not limited to:

- Project preparation documents.
- Strategic Execution Plan (PEP), Annual Operational Plans (POA/AOP), and Procurement Plan
- Results Matrix (original and modified version).
- Semi-annual progress reports submitted by the Executing Agency.
- Financial reports and execution reports.
- Technical products of the Project (MRV methodologies, guides, reports, deliverables).
- Proceedings, reports and presentations of workshops and webinars.

4.2 Data collection (Qualitative and Quantitative)

For the purposes of information collection and analysis, the methodology may include, among others, the following instruments:

- Semi-structured interviews with:
  - CCAP technical team.
  - IDB specialists involved in design, supervision and execution (INE/WSA Team)
  - Project Coordinator and Financial Specialist.
  - Consultants hired by CCAP.
  - Participants, speakers and relevant actors from Components 1, 3 and 4.
- Analysis of indicators: progress vs. baseline vs. goal. The analysis shall also consider activities directly implemented by the IDB to achieve Project goals.
- Review of participation metrics and use of technical materials.
- Verification of consistency between delivered products and contractual requirements.

4.3 Performance evaluation

The analysis must include, at least:

a. Design and relevance

- Relevance of the components with respect to the needs of the region.
- Coherence between objectives, results, outputs and indicators.
- Critical analysis of contractual modifications and their impact.
- Relevance of the theory of change and results framework.
- Adequacy of the execution model to institutional capacities.

b. Implementation processes

- Quality and timeliness of operational planning.

- Procurement and contract management performance
- Changes in the Results Matrix: causes and consequences.
- Risk identification and management during execution.

c. Results

- Degree of achievement of targets and deliverables.
- Technical quality and relevance of the products generated.
- Added value for borrowing countries and participating actors.
- Unforeseen effects (positive or negative).

d. Efficiency

- Analysis of financial execution vs. planned budget.
- Cost-effectiveness of products.
- Evaluation of delays, extensions and their impacts.

e. Institutional performance

- CCAP compliance with roles and responsibilities.
- Operational and strategic coordination with IDB.
- Technical, administrative and financial capacity of the Executing Unit (CCAP).

f. Lessons learned and recommendations

- Identifying lessons learned
- Actionable recommendations for future methane mitigation projects in GRS for the IDB

5. EXPECTED OUTPUTS

1. **Methodology and Work Plan**
    - Deadline: **5 days** after contract signature.
    - Contents: methodological approach, evaluation matrix, detailed schedule, collection instruments.
2. **Progress Report**
    - Deadline: **10 days** after signing.
    - Content: summary of documentary review, interviews conducted and first findings.
3. **Final Evaluation Report**
    - Deadline: **20 days** after receipt of comments from the IDB and CCAP.
    - Minimum content:
        - Executive summary.
        - Context of the Project.
        - Methodology applied.
        - Relevance evaluation.
        - Evaluation of execution and management.

- Compliance with objectives, goals and indicators.
- Evaluation of attribution and added value.
- Financial analysis.
- Unforeseen results.
- Evaluation of CCAP performance and planned activities.
- Lessons learned and strategic recommendations.

Review: CCAP and IDB will have f**ive (5) business days** to provide comments on each deliverable.
The Consultant shall incorporate comments to receive approval and proceed with payment.

Language: Reports must be submitted in English.

6. PROFILE OF THE CONSULTANT OR CONSULTING FIRM

The Consultant or Consulting Company must demonstrate:

Institutional experience

- Minimum of **three (3) years** in final evaluations of projects financed by multilateral organizations (IDB, WB, EU, GEF, etc.).
- Proven experience in **sustainability, climate change or waste management projects**.
- Experience in **Latin America and the Caribbean**.
- Technical capacity to assess:
  - MRV methodologies.
  - Sustainability capacity building programs.
  - Technical publications and dissemination processes.

Minimum Team Composition

- **Evaluation Coordinator** (minimum Master's degree).

Required Languages

- **Spanish and English** (reading and reporting).

7. DURATION AND SCHEDULE

Estimated total duration: **5 weeks**.

Phase	Duration
Document review and methodology	2 days
Information Collection	3 days

Analysis and draft report	7 days
IDB + CCAP Review and Validation	7 days
Final Report and Presentation	7 days

8. SUPERVISION AND COORDINATION

The firm will work under the supervision of:

- **Project Coordinator – CCAP** (technical supervision).
- **IDB specialists (INE/WSA Team)** (strategic guidance and overall validation).

9. PAYMENT SCHEDULE

The proposer shall submit, as part of its bid, a **financial proposal** based on a detailed review of the activities, products and level of effort required in these Terms of Reference.

Payments will be made upon delivery and satisfactory approval of the products, according to the following scheme:

Payment	Percentage	Condition
First payment	**30% of the total contract value**	Submission and approval **of the Progress Report**, in accordance with the agreed work plan.
Final Payment	**70% of the total contract value**	Submission and approval of the **Final Evaluation Report**, including all the products and results established in these Terms of Reference.

Payments will be subject to technical review and formal approval by the contracting entity, in accordance with the applicable administrative procedures.

Too Good to Waste

ANEXO

Too Good to Waste: Initiative to Mitigate Methane Emissions from Waste in LAC

I. Objective

1.01 The main objective of the Project is to assist the Bank's borrowing member countries in accelerating the implementation of solid waste management ("SWM") projects to mitigate methane emissions, therefore contributing to the goal established by the Global Methane Pledge ("GMP") of mitigating at least thirty percent (30%) of methane emissions by 2030.

II. Description

2.01 To achieve the objectives described in section 1.01 above, the Project will finance the following components:

Component 1. Measurement and tracking of methane emissions

2.02 This component will contribute to developing and standardizing methodologies directed at determining the mitigation levels (ex and post) of methane and other equivalent pollutants, such as black carbon, produced by the solid waste sector. Selected methodologies will be applied to Bank loan operations. Methodologies for methane level determination will include but are not limited to monitoring, reporting, and verification ("MRV") frameworks, including surveys, fieldwork monitoring, and satellite image analysis. This component will include the revision and analysis of the use of novel technologies and tools for measuring methane, such as satellite imagery previously contracted by the Global Methane Hub, which will probably revolutionize the quantification of emissions from the sector.

2.03 Activities to be financed: (i) review of the state-of-the-art methods and technologies for measuring methane emissions in the solid waste sector; (ii) development of standardized procedures, methodologies, and tools with recommendations for setting goals, indicators, and measuring methane mitigation in Bank loan operations; and (iii) evaluating and validating the methodologies and tools used. Products to be delivered: A methodology for the estimation, monitoring, verification, and report of methane emissions in solid waste projects that can be applied in Bank operations, including the updating of the solid waste section of the Greenhouse Gas Intranet with case studies, state-of-the-art revision, and the standardized methodology.

Component 2. Preparation of a portfolio of SWM bankable projects

2.04 The objective of this component is to constitute a set of demonstrative projects that include activities that promote effective and measurable methane mitigation in the LAC region. These projects can form part of the pipeline for SWM financing by the Bank. Demonstrative projects and solutions commensurate with the size and type can consider

innovative actions such as: (i) avoiding organic waste landfills through prevention of generation at the source, treatment (such as composting, anaerobic digestion, and animal feedstock processing), and valorization; (ii) active landfill gas encapsulation, capture, flare, and/or energy recovery in final disposal facilities; (iii) closure of open dumpsites with greenhouse gas emission capture and mitigation; (iv) prevention of dump burning; and (v) adopting cleaner technologies and route optimization for waste collection and transport. Also, this component includes the strengthening of the Solid Waste and Circular Economy Hub by a methane module.

2.05 Activities to be financed: (i) preparation of studies for this type of solution that will help methane mitigation, including environmental and social analyses (with gender and inclusion variables); (ii) technology comparison based on the methodology developed under Component 1, and the publication of data related to methane mitigation projects; (iii) technical visits to the projects and technical cooperation workshops and meetings by Bank staff. Fast actions will be prioritized for big methane emitters in LAC to obtain short-term and high-impact results of methane mitigation by identifying the biggest emitting landfills and open dumps in the region, selecting the most cost-effective action plans, and designing the interventions required to obtain the urgent results required to reduce methane emissions. Involvement of the local and subnational governments will be ensured; (iv) prepare the business plan for three (3) projects in beneficiary countries to increase the financial and operational sustainability of the projects during the operational phase; (v) two (2) behavior change campaigns for the communities (considering factors of inclusion, waste pickers, and gender); and (vi) upscaling of subnational innovative projects for methane mitigation via the performance improvement tool for waste management municipalities and operators, under preparation. Products to be delivered: (i) eight (8) technical studies (four (4) studies for big emitters and four (4) studies for other beneficiary countries); (ii) a new module for the Waste and Circular Economy Data Hub for methane mitigation, measurement, tracking, and the use of innovative tools for data gathering; (iii) three (3) business plans for three (3) different projects to have access to new revenues from the climate sector, subproduct markets, and other financial instruments that improve their financial sustainability; (iv) behavioral change campaigns in two (2) communities selected in the technical cooperation's beneficiary countries focused on organic waste prevention and management (with gender, inclusion variables, and indigenous language if required); and (v) a module in the GIRSU-Rating tool to promote the improvement of performance of waste management operators in relation to the circular economy, climate change mitigation, and organic waste management.

Component 3. Cost recovery instruments and financial strategies

2.06 The objective of this component is to improve the financial sustainability of methane mitigation projects built in LAC during their operational phase (projects preferably selected, but not limited, from former or current loan operations financed by the Bank). This component will enhance financial access for projects already designed or in the process of being implemented to include additional revenues such as carbon markets and climate funds, subproduct markets (compost, energy, and biogas), structuring thematic bonds (green, social, etc.), amongst other instruments.

2.07 Activities to be financed: (i) identify the potential sustainability pathways for projects according to their technical structure; (ii) analyze the sustainability pathways for the region;

and (iii) a guideline for projects to access the facilities of the climate market and funds. Products to be delivered: a publication with guidelines about how waste management projects can access climate markets and funds.

Component 4. Capacity building and knowledge dissemination

2.08 The objective of this component is to accelerate the implementation of methane mitigation projects in the waste sector by creating the enabling conditions for a sustained expansion of organic waste management technologies through knowledge dissemination, community engagement, and social inclusion.

2.09 Activities to be financed: webinars, workshops, and seminars to raise awareness about the relevance of the waste sector for climate change mitigation. Products to be delivered: three (3) workshops and three (3) webinars to socialize the progress and results of the initiative and create awareness of the relevance of the Project. The publications should consider different scenarios and be easy to understand.

III. Total Cost of the Project

3.01 The total cost of the Project will be US$4,000,000, to be funded by the Global Methane Hub of the Windward Fund up to US$3,500,000, and by the Multidonor AquaFund up to US$500,000, in accordance with the following budget:

Budget
(in US$)

Activity	IDB/MAF (ATN/MA-20374-RG)	GMH (ATN/CF-20571-RG)	GMH (ATN/CF-20572-RG)	Total
Component 1. Measurement and tracking methane emissions	0	0	100,000	100,000
Component 2. Portfolio of SWM bankable projects	500,000	2,500,000	0	3,000,000
Component 3. Cost recovery instrument and financial strategies	0	0	45,000	45,000
Component 4. Capacity building and knowledge dissemination	0	0	150,000	150,000
Project management	0	440,000	40,000	480,000
Project execution agency operational costs (CCAP)	0	0	50,000	50,000
IDB administration fee (5%)	0	175,000	0	175,000
TOTAL	**500,000**	**3,115,000**	**385,000**	**4,000,000**

IV. Execution

1. **4.01** The Project will be co-executed by the Bank and the Beneficiary. The Bank will execute Component 2, and the Beneficiary will execute Component 1, Component 3, and Component 4.
2. **4.02** The execution details of the Project will be further regulated in the POM. Detailed responsibilities of the Beneficiary during Project execution shall be defined in the POM, which will set forth standards and guidelines for the Beneficiary regarding all areas of Project execution, including programming, execution and financial planning, fiduciary arrangements, monitoring, and reporting. The POM will also describe the roles and means of coordination among stakeholder agencies.

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Strategic Plan (PEP) 2023-2025

Objective	Activities	Sub-activities
Component 1. Measurement and tracking of methane emissions		
Develop a methodology for the estimation, measurment, verification, and reporting (MRV) of methane emissions in the solid waste projects that can be applied in IDB's operations, including the updating of the solid waste section of the Greenhouse Gas Intranet18 with case studies, state-of-the art revision, and the standardized methodology.	Contracting Process	Development and approval of final ToR
		Award and signature of the contract
		Task 0: Developing action plan
	Development of the MRV methodology	Task 1: Reviewing existing MRV frameworks, emission factors and tools used for the waste sector in the region
		Task 2.1: Quantification GHG methodologies for waste diversion and landfill gas capture
		Task 2.2: The development of three GHG quantification protocols and Excel based quantification tools and guidance material for landfill, compost and organic digestion projects
		Task 2.3: One workshop to teach the defined methodology to the IDB team
		Task 3: MRV methodologies will be developed for the project typologies agreed with IDB
		Task 4: Final approval by IDB

Component 3. Cost recovery instrument and financial strategies		
Develop guidelines for waste management projects to access carbon markets and climate funds.	Development of guidelines for waste management projects to access carbon markets and climate funds	Task 1: Assessment of existing waste management projects from LAC that already have accessed carbon markets/ climate funds to understand barriers and key success strategies
		Task 2: Identify and characterize the stakeholders and intermediaries
		Task 3: Carbon credit market overview for waste sector
		Task 4: Climate fund overview for waste sector
		Task 5: Review existing methodologies or methodologies under development
		Task 6: Methane carbon project development
		Task 7: Market Access and Outlook
		Task 8: Develop a handbook with guidelines for waste management projects to access carbon markets and climate funds
		Task 9: Final approval by IDB
Component 4. Capacity building and knowledge dissemination		
4.3 Develop three webinars to socialize the TC	Webinar on cost	Task 1: Identify the message and target audience.
		Task 2: Schedule the webinar and invite participants to register.

	recovery for waste management projects: successful business models	Task 3: Prepare the content
		Task 4: Rehearse
		Task 5: Conduct the webinar
		Task 6: Evaluate the results
	Webinar on cost recovery for waste management projects: additional revenues	Task 1: Identify the message and target audience.
		Task 2: Schedule the webinar and invite participants to register.
		Task 3: Prepare the content
		Task 4: Rehearse
		Task 5: Conduct the webinar
		Task 6: Evaluate the results
	Webinar on MRV methodology for waste management projects	Task 1: Identify the message and target audience.
		Task 2: Schedule the webinar and invite participants to register.
		Task 3: Prepare the content
		Task 4: Rehearse
		Task 5: Conduct the webinar
		Task 6: Evaluate the results
4.4. Develop workshops to raise awareness about the relevance of the waste sector for climate change mitigation	Workshop 1: DIRSA Congress	Task 1: Identify the message and target audience.
		Task 2: Create a programme
		Task 3: Recruit speakers and facilitators
		Task 4: Design promotional material and invite participants to sign up.
		Task 3: Prepare content (speaker presentations, documents and activity materials)
		Task 5: Conduct the workshop
		Task 6: Evaluate the results

	Workshop 2: IFAT annual meeting	Task 1: Identify the message and target audience.
		Task 2: Create a programme
		Task 3: Recruit speakers and facilitators
		Task 4: Prepare content (speaker presentations, documents and activity materials)
		Task 5: Design promotional material and invite participants to sign up.
		Task 6: Conduct the workshop
		Task 7: Evaluate the results
	Workshop 3	Task 1: Identify the message and target audience.
		Task 2: Create a programme
		Task 3: Recruit speakers and facilitators
		Task 4: Prepare content (speaker presentations, documents and activity materials)
		Task 5: Design promotional material and invite participants to sign up.
		Task 6: Conduct the workshop
		Task 7: Evaluate the results
Planning and Monitoring		
PEP	Develop PEP	Develop PEP
Annual Operative Plans (AOP)	Develop AOP	Develop AOP
Procurement Plans	Develop Procurement Plan	Develop Procurement Plan
Project Progress Reports (PSR)	Develop PSR	Develop PSR
Final Evaluation	Contracting Process	Development and approval of final ToR
		Call for proposals and selection process
		Award and signature of the contract
		Task 1: Develop a the evaluation

	Development of Final evaluation	Task 2: Final approval by IDB
Audit	Contracting Process	Development and approval of final ToR
		Call for proposals and selection process
		Award and signature of the contract
	Development of Audit	Task 1: Develop financial audit
		Task 2: Final approval by IDB