Mid-Term Review of the UNDP-GEF Project: Algeria Integrated Management of Waste Energy at the Local Level (AIMWELL Project)

(Time frame: November 2023 to February 2026)

(GEF Project ID: 10080; UNDP PIMS ID: 6163)

April 2026

Government of Algeria

United Nations Development Programme

Region: RBAS

GEF Focal Area: Climate Change Mitigation

Execution Agency: Ministry of Environment and Quality of Life (MEQL)

Final Report

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ABBREVIATIONS

Acronym	Meaning
ACCP	African Clean Cities Platform
AND	National Waste Agency
ANCC	National Climate Change Agency
CO_2	Carbon Dioxide
CO_{2e}	Carbon Dioxide equivalent
CSO	Civil Society Organization
DEW	Directorate of Environment of the Wilaya
DGRSDT	General Directorate for Scientific Research and Technical Development
EPIC	Établissement public à caractère industriel et commercial (Public Industrial and Commercial Enterprise)
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FSP	Full Sized Project
FTE	Fulltime Equivalent
GAP	Gender Action Plan
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GHG	Greenhouse Gas
HSW	Household and Similar Waste
IANOR	Algerian Institute for Standardization
ISWM	Integrated Solid Waste Management
ITCMI	Institut Technique des Cultures Maraîchères et Industrielles
JICA	Japan International Cooperation Agency
JV	Joint Venture
ktCO2	Kilotonne carbon dioxide
LNOB	Leave No One Behind
LUCF	Land Use Change and Forestry
MADRP	Ministry of Agriculture, Rural Development and Fisheries
MAE	Ministry of Foreign Affairs
MEQL	Ministry of Environment and Quality of Life
MI	Ministry of Industry
MICLT	Ministry of Interior, Local Authorities and Transport
MRV	Measurement, reporting and verification
MSW	Municipal Solid Waste
MtCO2	Megatonne carbon dioxide
NCE	Nature, Climate and Energy
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organization
NPD	National Project Director
NPMHSW	National Program for the Management of Household and Similar Waste
NSC	Steering Committee
PC	Project Coordinator
PIF	Project Identification Form
PIR	Project Implementation Report

Acronym	Meaning
PM	Project Manager
PMA	People's Municipal Assembly
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PPP	Public Private Partnership
PSC	Project Steering Committee
SDG	Sustainable Development Goals
SEP	Stakeholder Engagement Plan
SES	Social and Environment Safeguards
SESA	Strategic Environmental and Social Assessment
SESP	Social and Environmental Screening Procedure
SOPTE	Société Polyvalente de Travaux et Environnement / Polyvalent Company of Works and Environment
SNGID	National Strategy for Integrated Waste Management
STAP	GEF Scientific Technical Advisory Panel
ToC	Theory of Change
ToR	Terms of Reference
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar

EXECUTIVE SUMMARY

E-1. This report summarizes the findings of the Midterm Review (MTR) for the UNDP-GEF Project: "*Algeria Integrated Management of Waste Energy at the Local Level"* (hereby referred to as the *AIMWELL Project* or the Project) that received a US$4.416 million grant from the Global Environment Facility (GEF) in March 2023 and was conducted through face-to-face meetings between 23 February – 2 March 2026.

Project Information Table

Project Details		Project Milestones	
Project Title	*Algeria Integrated Management of Waste Energy at the Local Level (AIMWELL Project)*	PIF Approval Date:	20 December 2018
UNDP Project ID (PIMS #):	6163	CEO Endorsement Date (FSP) / Approval date (MSP):	15 March 2023
GEF Project ID:	10080	ProDoc Signature Date (Project start date):	31 October 2023
UNDP Quantum Business Unit, Award ID, Project ID:	Business Unit: UNDP-DZA Award ID: 1065013, Project ID: 00119072	Date Project Manager hired:	15 September 2024
Country/Countries:	Algeria	Inception Workshop Date:	28 May 2024
Region:	RBAS	MTR Completion Date:	1 May 2026
Focal Area:	Climate Change Mitigation	Terminal Evaluation Completion date:	31 July 2028
GEF Operational Programme or Strategic Priorities/Objectives	GEF-7 Objective 2. Demonstrate mitigation options with systemic impacts under the "Sustainable Cities Impact Program" through solid waste and wastewater management	Planned Operational Closure Date:	31 October 2028
Trust Fund:	GEF TF		
Implementing Partner (GEF Executing Entity):	Ministry of Environment and Quality of Life (MEQL)		
NGOs/CSOs involvement:	Several NGOs		
Private sector involvement:	Several private sector entities		
Geospatial coordinates of project sites:	Constantine: 36.3650N, 6.6147E; Sétif: 36.1696N, 5.4047E; Algiers: 36.7527E, 3.0420E.		

Financial Information		
PDF/PPG	**At approval (US$ million)**	**At PPG/PDF completion (US$ million)**
GEF PDF/PPG grants for project preparation	**0.150**	**0.150**
Co-financing for project preparation	-	-
Project	**At CEO Endorsement (US$ million)**	**At MTR (US$ million)**
[1] UNDP contribution:	**0.250**	**0.035**
[2] Government:	**10.000**	**6.242**
[3] Other multi-/bi-laterals:	**0.000**	-
[4] Private Sector:	**10.000**	-
[5] NGOs:	**0.000**	-
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	**20.250**	**6.277**
[7] Total GEF funding:	**4.416**	**0.754**
[8] Total Project Funding [6 + 7]	**24.666**	**7.031**

E-2. This MTR, executed at the mid-point of implementation of the AIMWELL Project, was to provide a comprehensive and systematic account of the performance of the Project by reviewing its design, process of implementation and achievements vis-à-vis project objectives, and any agreed changes during project implementation (Para 2). The scope of the MTR covers the entire UNDP-supported, GEF-financed, AIMWELL Project implemented by the Government of Algeria's Ministry of Environment and Quality of Life (MEQL). Aside from Project documentation, the main sources of information for this MTR were the interviews coupled with field visits with more than 27 stakeholders in Constantine, Kasr El Abtal and Algiers. This MTR assesses 28 months of Project progress, achievements and implementation up to 28 February 2026. The Project was reviewed in the context of Project strategy, progress towards results, Project implementation and adaptive management and sustainability (Paras 4-5).

Project Description

E-3. With a baseline of the management of household and similar waste (HSW) in Algeria through a chain of actions consisting of 3 steps including (i) waste production; (ii) collection and transport; and (iii) disposal in managed landfills or open dumps, the objective of the AIMWELL Project is to "promote an integrated and comprehensive solid waste management by fostering technology deployment, dissemination, and transfer in collaboration with private sector". This was to be achieved through 4 outcomes:

- *Outcome 1: Progressive upstream sorting by households of fermentable (organic fraction) and dry waste (inorganic fraction) with separate collection, and communal sorting planned and established in Constantine and Sétif municipalities to reduce the volume of landfilled waste*. This was to involve reducing the volume of waste at source and transport distances to landfills at 2 pilot sites, Constantine and Kasr El Abtal;
- *Outcome 2: The management of value creation through the transformation of the organic fraction of solid waste into fertilizer and energy, and the selective recycling of the dry matter*. This was to involve adding value to the processing of the organic fraction of waste and reducing the amount of waste landfilled at these pilot sites;
- *Outcome 3: Model of integrated management of municipal waste is transposed to other cities.* This was to involve the replication of pilot project experiences and a GHG emissions reduction model at regional and national levels based on lessons learned from the pilot sites;
- *Outcome 4: Lessons learned are captured and disseminated widely in Algeria*.

Key MTR Findings

E-4. The AIMWELL Project is progressing at a slow pace:

- there was a 7-month delay from 31 October 2023 to 28 May 2024 to get the Project started. A part of this delay was caused by the Government of Algeria (GoA) decision to dissolve the Canadian partnership that was originally defined in the ProDoc, in favour of a transparent process to determine the most appropriate technology for the valorization of HSW and poultry waste. This necessitated the need for a feasibility study which was not part of the original Project design (Para 0);
- awareness raising campaigns on integrated waste management and sociological surveys were completed for residents of Constantine and Sétif (Kasr El Abtal) in October 2025 (Para 50);

- there was the completion of 2 municipal Master Plans for integrated solid waste management in Constantine and Sétif (Kasr El Abtal) in November 2025 (Para 51);
- a technical and economic feasibility study to finalize the technology selection and benchmarking of technologies for the recovery and valorization of household and similar waste (HSW) and poultry manure in Constantine and Kasr El Abtal, respectively, was completed in December 2025. The feasibility studies are currently under review by an Intersectoral Scientific and Technical Committee to support decision-making and technical validation of feasibility outcomes;
- the recruiting of a private-public partnership (PPP) consultant is expected to be completed in April 2026, who is expected to work with KOCKS Engineers, the feasibility study consultants, and prepare documents for the call for interest for a private sector entity to join with the PPP with business arrangements under a PPP between SOPTE and a private sector firm specializing in waste management (Para 52);
- the GEF Secretariat approved the AIMWELL Project's NIM with Project support in February 2026.

Additional findings can be found on Para 111 and Tables A and 6.

Table A: Achievement Summary Table of MTR Ratings for AIMWELL Project in Algeria[1]

Monitoring and Evaluation	*Rating*	IA & EA Execution	*Rating*
M&E design at entry	5	Quality of Implementation Agency – UNDP	5
M&E Plan Implementation	5	Quality of Execution - Executing Entity	5
Overall quality of M&E	5	Overall quality of Implementation / Execution	5
Assessment of Outcomes	**Rating**	**Sustainability**[2]	**Rating**
Relevance[3]	R	Financial resources	4
Effectiveness	5	Socio-political	4
Efficiency	4	Institutional framework and governance	4
Overall Project Outcome Rating	4	Environmental	4
		Overall likelihood of sustainability	4

Conclusions

E-5. To achieve the objective of the AIMWELL Project, the Project is providing assistance to the GoA as MEQL proactively seeks alternative means of waste management and evolving into a circular economy. Despite the GoA treating the AIMWELL Project as a valuable technical assistance tool,

[1] Evaluation rating indices (except sustainability – see Footnote 2, and relevance – see Footnote 3): 6=*Highly Satisfactory (HS)*: The project has no shortcomings in the achievement of its objectives; 5=*Satisfactory (S)*: The project has minor shortcomings in the achievement of its objectives; 4=*Moderately Satisfactory (MS)*: The project has moderate shortcomings in the achievement of its objectives; 3=*Moderately Unsatisfactory (MU):* The project has significant shortcomings in the achievement of its objectives; 2=*Unsatisfactory (U)* The project has major shortcomings in the achievement of its objectives; 1=*Highly Unsatisfactory (HU):* The project has severe shortcomings in the achievement of its objectives.

[2] Sustainability Dimension Indices: *4 = Likely (L):* negligible risks to sustainability; *3 = Moderately Likely (ML):* moderate risks to sustainability; *2 = Moderately Unlikely (MU):* significant risks to sustainability; and *1 = Unlikely (U):* severe risks to sustainability. *Overall rating is equivalent to the lowest sustainability ranking score of the 4 dimensions.*

[3] Relevance is evaluated as follows: R = Relevant; NR = Not relevant

the AIMWELL Project cannot achieve its objective and associated outcomes of implementing a replication strategy without a Project extension:

- The process of developing a PPP cannot be rushed as it serves as the foundation upon which integrated waste management will succeed (Para 52); and
- If the assumption is made that the Constantine pilot is the critical path of AIMWELL Project implementation, then construction and commissioning of the Constantine sorting facility and the biomethanation plant (Action 5) has a good probability of being completed around the current end-of-project (EoP) date of the Project of 31 October 2028. This leaves building personnel capacities in operation and maintenance of those plants (Action 6) and implementing a replication strategy (Action 7) to be completed outside the Project timeline. A Project extension is certainly required to achieve the intended objective and outcomes of implementing Actions 6 and 7 (Paras 73-75).

E-6. Despite the Project's lack of progress, the Project has made significant progress in advancing gender equality and women's empowerment related to efforts that directly contribute to enhancing the Project's environmental and resilience outcomes (Para 76-78). The Project also does have time to conduct other activities which are not on the critical path:

- procurement of laboratory equipment to carry out analysis and research to optimize the waste transformation process and fertilizers generated by the chicken waste plant (Para 57); and
- two electric vehicles for municipal waste collection (Para 54);
- collect primary data of the number of disabled persons in Constantine and Kasr El Abtal to assess the significance of this population segment to job opportunities in waste management (Para 80). This has not been done yet.

E-7. The MTR Team has also been informed by the GEF OFP that only an 18-month extension is possible for the AIMWELL Project.

Lessons Learned

E-8. *Lesson #1: Selecting a single focal institute is a key to the successful development, promotion, and adoption of integrated waste management strategies and technologies (Para 118)*.

E-9. *Lesson #2: The presence of CSOs who have interests in fields outside of waste collection are important contributor to raising public awareness of integrated waste management (Para 119)*.

E-10. *Lesson #3: An open and transparent process should be applied for the selection of technology providers to comply with GoA, GEF, and UNDP policies (Para 120).*

Recommendations

	Recommendation	Entity Responsible	Time Frame
E-11.	**Recommendation 1:** *As a top priority, make efforts to obtain approval from the GEF OFP, and UNDP to extend the AIMWELL Project by 18 months (Para 121).*	PMU, MEQL, and UNDP	As soon as possible
E-12.	**Recommendation 2:** *Implement non-critical path activities including procurement of laboratory equipment, procurement of two electric vehicles for municipal waste collection, and*	PMU, MEQL, and UNDP	April-December 2026

	Recommendation	Entity Responsible	Time Frame
	recruit an External Capacity to support the Project Manager with technical leadership (Para 122).		
E-13.	**Recommendation 3:** *Ensure that care is exercised in developing the PPP (Para 123).*	PMU, MEQL, and UNDP	April-December 2026
E-14.	**Recommendation 4:** *Conduct primary data collection of the number of disabled persons in Constantine and Kasr El Abtal (Para 124).*	PMU	April-December 2026

1. INTRODUCTION

1. This report presents the findings of the Midterm Review (MTR) conducted during the 23 February – 2 March 2026 period for the UNDP-supported GEF-financed Project entitled: "***Algeria Integrated Management of Waste Energy at the Local Level***" (hereby referred to as the AIMWELL Project or the Project). On 15 March 2023, this Project received a US$4,416,210 grant from the Global Environmental Facility (GEF-7).

1.1 Purpose of the Mid-Term Review

2. In accordance with UNDP and GEF M&E policies and procedures, all full sized UNDP-supported GEF-financed projects are required to undergo an MTR at the mid-point of implementation of a project to *provide a comprehensive and systematic account of the performance of an ongoing project by reviewing its design, process of implementation and achievements vis-à-vis GEF project objectives and any agreed changes during project implementation.* This MTR delivers an independent and impartial assessment of the AIMWELL Project that is comprised mainly of technical assistance, capacity building activities and pilot investments. As such, the MTR for this Project serves to:

   - assess early signs of Project success or failure with the goal of identifying the necessary changes to be made to set the Project on-track to achieve its intended results;
   - strengthen the adaptive management and monitoring functions of the Project;
   - enhance the likelihood of achievement of Project and GEF objectives through analyzing Project strengths and weaknesses and suggesting measures for improvement;
   - enable informed decision-making by identifying and validating proposed changes to the ProDoc to ensure achievement of all Project objectives;
   - create the basis for replication of successful Project outcomes achieved to date; and
   - assess whether it is possible to achieve the objectives in the given timeframe, taking into consideration the pace at which the Project is proceeding.

3. This MTR was prepared to:

   - be undertaken independent of Project management to ensure independent quality assurance;
   - apply UNDP-GEF norms and standards for midterm reviews;
   - assess achievements of outputs and outcomes, likelihood of the sustainability of outcomes, and if the Project met the minimum M&E requirements;
   - provide credible, useful, and evidence-based information of the Project;
   - provide recommendations to increase the likelihood of the Project delivering all its intended outputs and achieving intended outcomes;
   - bring up key issues that will serve as a means of strengthening learning within the AIMWELL Project team and its stakeholders to support better decision-making.

1.2 Scope and Methodology

4. The scope of the MTR covers the entire UNDP-supported, GEF-financed, AIMWELL Project implemented by the Ministry of Environment and Quality of Life (MEQL). This MTR assesses 28 months of Project progress, achievements, and implementation, considering the status of Project activities, outputs and the resource disbursements made up to 28 February 2026. The MTR estimates the extent of barrier removal in each Project component by reporting on the progress against objective, outcome, output, and impact indicators listed in the latest Project Results Framework (PRF) as provided in Appendix A. The MTR report concludes with recommendations, as appropriate, for the key stakeholders of the Project. The MTR was approached through criteria of *relevance,*

coherence, effectiveness, efficiency, sustainability, and *impact*, as defined, and explained in the UNDP "Guidance for Conducting Midterm Reviews of UNDP-supported, GEF-financed Projects"[4], and the GEF M&E policy. The MTR Team was comprised of one international and one national evaluator. The MTR process was conducted in a spirit of collaboration with the provision of constructive inputs that will inform the activities of this Project.

5. The AIMWELL Project was reviewed in the context of:

- *Project strategy:* This includes an analysis of the AIMWELL Project design (and PRF) as outlined in the ProDoc to identify if the strategy is effective in achieving the desired outcomes;
- *Progress towards results:* This is to include information provided from, amongst others, Project work plans, Project implementation reports (PIRs), relevant Project reports and information provided from various Project stakeholders;
- *Project implementation and adaptive managem*ent: This is an assessment of the quality of support to the Project from UNDP as well as the Executing Partner of the Project, MEQL. Assessment parameters include management arrangements, work planning, finance and co-finance, Project level monitoring and evaluation systems, stakeholder engagement, reporting and communications; and
- *Sustainability:* The likely ability of an intervention to continue to deliver benefits for an extended period after the end-of-Project (EoP). The MTR sustainability assessment essentially sets the stage for the Terminal Evaluation during which sustainability will be rated under the four GEF categories of sustainability, namely financial, socioeconomic, institutional framework, and governance, and environmental.

6. The most time-effective evaluation approach adopted was Most Significant Change (MSC) [5]. This approach was used for all Government of Algeria (GoA) stakeholders in Algiers, and the stakeholders in Constantine and Kasr El Abtal with a focus on stakeholder participation, on being culturally responsive where questions needed to be answered concerning policy and market for government stakeholders and Project executors, and the benefits and impacts of community investments for Project beneficiaries. All interviews with government stakeholders were to bring up key issues with respect to the process of prioritizing AIMWELL measures and enhancing diffusion of AIMWELL measures and technologies with policies and the regulatory frameworks. Project executors were interviewed using a participatory approach on their experiences interacting with beneficiary stakeholders. All of this was done to strengthen reflection and learning within the AIMWELL Project team and its stakeholders and to support better decision-making to attain the Project objective. There was very little time to prepare any data collection surveys; however, some of the meetings were focused group discussions (FGDs). These approaches all contributed to an impartial assessment of the AIMWELL Project.

7. The MTR methodology consisted of:

- setting up the MTR report in the context of evaluation criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact, defined as per UNDP "Guidance for Conducting Midterm Reviews of UNDP-supported, GEF-financed Projects";

[4] http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf

[5] "Most significant change" is a participatory evaluation method used to capture the outcomes of AIMWELL activities by gathering stories of change from all stakeholders and analyzing their perceived significance.

- document review of Project documentation (such as PIRs, meeting minutes of the National Steering Committee) and pertinent background information;
- interviews under the MSC approach with key Project personnel (including the current Project Manager, Project Coordinator, 4 persons from the Steering Committee (NSC) as well as relevant stakeholders (including other government agencies and NGOs)[6]. This was important as much of the information disclosed was likely undocumented. The interview process was conducted in a participatory manner and in a spirit of collaboration with all AIMWELL stakeholders with the intention of providing constructive inputs that can inform activities for future AIMWELL Project activities;
- field visits to Project sites to interview stakeholders in Constantine and Kasr El Abtal beneficiaries and view any field progress. Some of the interviews in these locations were FGDs;
- triangulation of some the interviews to ensure optimum validity and quality of the collected information to validate some findings;
- compilation and evaluation of progress and quality of implementation against the indicators of each objective and outcomes in the PRF as provided Appendix A and the Theory of Change (ToC) as provided on Figure 2;
- formulation of MTR conclusions and recommendations that focus on the current setup of the AIMWELL Project to its current completion date of 31 October 2028.

8. Data and information for this MTR were sourced from:

- Project documentation that was reviewed and deemed important in establishing information pertaining to efforts in implementing the Project. This was done primarily at the home bases of the International and National Evaluators;
- the combination of in-depth interviews, field visits and FGDs which were semi-structured interviews with key stakeholders within an interview schedule. These discussions were based on questions designed for different stakeholders based on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability; interviews were conducted with selected stakeholders to gauge the effectiveness and efficiency of "progress towards results". Specific questions for the various stakeholders are provided in Appendix B. Different key groups involved in the Project were interviewed including:
    - Project team. The purpose of interviews with the UNDP Algeria Office (CO) and the RTA at the Amman Regional Hub were the issues of implementation and execution. Main questions asked involved implementation modalities of the Project;
    - National Executing partners. This involved execution personnel at the Project Management Unit (PMU) and MEQL. Main questions asked were what was done or will be done with the GEF grant resources;
    - Project partners. This included agencies within MEQL, other ministries, participating wilayas, and NGOs, all of whom were involved with the National Steering Committee (NSC). Main questions asked of Project partners was what roles did they perform on the Project;

[6] Though a questionnaire was prepared, there was no time to distribute the questionnaire to all stakeholders. Instead, the questions were used as a framework for the stakeholder interviews as provided in Appendix B.

- cross-cutting dimensions on selected indicators (where appropriate). A number of indicators had gender dimensions that reflected direct and indirect beneficiaries as well as number of persons trained. This gender data was to be processed into information that addresses the gender divisions in all of these interventions, as well as the most vulnerable (i.e. disabled people). However, the Project document did not include dimensions on the most vulnerable including the disabled, which required an assessment in the MTR.

All stakeholders are listed in Table 2. All interviews with the various stakeholders were held face-to-face with the MTR Team with only a few interviews conducted virtually on the Teams platform. There was intention of the MTR Team to interview Project beneficiaries from local communities who were to benefit from AIMWELL activities and resources. However, this opportunity did not materialize due to time constraints during the field mission. The interviews with Project partners, notably the participating wilayas, provided information concerning Project beneficiaries.

9. Data analysis into the AIMWELL Project evaluation was based on evaluability analysis consisting of formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, PRF) inputs. The sampling plan was to consider all information provided into this MTR, which included interviews on whether or not the technical assistance and GEF investments of the AIMWELL Project were effective to all AIMWELL stakeholders. The implication of this plan was that it should be effective in the MTR process and should inform stakeholders and the AIMWELL Project team. No other UN agencies were interviewed to assess partnerships and coherence.

10. A detailed itinerary of the Mission is shown in Appendix C. A full list of people interviewed is provided in Appendix D, and documents reviewed are provided in Appendix E. The conclusions and recommendations of the MTR focused on the current setup of the AIMWELL Project and its suitability for completion by its scheduled date, 31 October 2028.

11. In consideration of the low level of activity of the Project thus far, there were few limitations to the MTR process. One limitation was the MTR Team having only 5 days to meet all stakeholders and not being able to visit with all the wilaya environmental leaders and CSOs who were active in raising awareness in many wilayas and residents on the benefits of sorting household and similar waste (HSW) and formalizing chicken waste collection. Another limitation was the inability of the Evaluation Team to interview Project beneficiaries from local communities as mentioned in Para 8 due to time constraints during the field mission. The mitigation measure for all this was that a small percentage of these wilaya environmental leaders and CSOs interviewed were considered as representative or sufficient information to conclude that there was overwhelming support for the integrated waste pilots of Constantine and Kasr El Abtal.

1.3 Structure of the MTR Report

12. This MTR report is presented as follows:

- An overview of AIMWELL Project activities from a development context from its commencement of operations in November 2023 to the present;
- An assessment of Project strategy and design;
- An assessment of Project progress towards results;
- An assessment of Project implementation and adaptive management;
- Assessment of sustainability of Project outcomes; and
- Findings, conclusions, lessons learned and recommendations.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Development Context and Baseline

13. The Algerian Second National Communications (SNC) to the UNFCCC (2010) indicated that the waste sector was responsible for 10% of GHG emissions in Algeria (excluding land use change and forestry), and in 2000, landfills, which accounted for 66% of GHG emissions from the waste sector, had emitted 7.542 million tCO_{2e}. In recent decades, the population of large Algerian cities has increased, mainly due to rapid urbanization, notably the largest cities along the coastline. With local authorities facing challenges of maintaining better quality of public services in the context of solid waste management, there has been an upward trend in the production of household and similar waste (HSW) in Algeria where the projected quantities of HSW produced between 2016 and 2035 are expected to increase from 11.6 million tonnes/year (mt/yr) to 17.9 mt/yr in 2035 with waste per capita increasing from 0.8 kg/person/day in 2016 to 0.9 kg/person/day in 2035.

14. The 2023 baseline of the waste in Algeria was that HSW consists of (by weight) mainly organic waste (53%), followed by plastic (15%), single-use diapers (11.5%), textile (13%), paper and cardboard (>1%), and metal (3%). Between 35% and 40% of HSW are buried in sanitary landfills, and 55% to 60% are thrown into open dumps. The share of recycled waste accounts for less than 7%, and composting accounts for less than 1%. The impacts of such waste disposal practices include public health problems, pollution of rivers and groundwater, and greenhouse gas (GHG) emissions generated by landfilling and open dump sites.

15. The implementation of the National Program for the Management of Household and Similar Waste (NPMHSW) is an extension of Law No. 01-19, a starting point and the framework of a new policy on HSW management consisting of:

- the development of HSW management master plans;
- the closure and rehabilitation of open dumps; and
- construction of sanitary landfills and acquisition of equipment.

16. The majority of waste planning schemes are linked to waste landfilling through the evaluation of current and real costs of waste management. Although solutions for integrated management of HSW are generally addressed, there is a lack of technical and economic studies on the opportunities for waste recovery and valorization through transformation, and on the infrastructure that needs to be put in place. The market value of recyclable waste has been estimated at US$213 million with only 7% of the potential market being tapped, representing a significant loss for the economy. This market valuation does not even account for the potential value of organic waste for the manufacture of fertilizers or as a resource for renewable energy. There are missed opportunities in creating green jobs and reducing GHGs through the setup of a circular economy focusing on the recovery and transformation of solid wastes.

17. The stress exerted by solid waste management on public finance needed to be analyzed in the current context of fluctuating oil prices. Algeria faced a combined shock from halving oil prices in 2020, a public health crisis and the consequences of global economic disruptions following the COVID-19 outbreak. This decreased Algeria's total fiscal revenues by 21%, despite efforts to contain imports and weak domestic demand[7]. Improving the financial management of solid waste through a circular economy and private sector investments was thought to be a contributor towards better

[7] https://www.worldbank.org/en/country/algeria/publication/economic-update-april-2020 - accessed 19 October 2020.

management of public finances and support for a post-COVID economic recovery. Conversely, continued reliance of the waste sector on public funding may lead to poorer waste management services delivered to the population because of a combination of cuts in public investment coupled with changing government priorities to address the health and sanitary COVID-19 crisis, and to provide a better social safety net to dampen the social impacts of the pandemic. Despite all these issues, there is still a strong sense of community engagement, spirit, and volunteerism through religious and cultural norms throughout most of Algeria that pervades Algerian society.

2.2 Problems that the AIMWELL Project Seeks to Address

18. Obstacles to the implementation of integrated management of HSW at the local level include:

Technical weaknesses:

- Lack of upstream sorting of waste (household level);
- Large volumes of unsorted waste need to be transported over long distances to solid waste disposal sites;
- Lack of value associated with recyclable waste, resulting in a relatively low participation of SMEs and a saturation level of landfills that is three times faster than it would be if there sorting and recycling of waste;
- Insufficient means for the collection of municipal waste due to the lack of integrated management plans to manage waste streams into sorted and recycled streams;
- A lack of technical expertise to optimize fertilizer production and to generate power through the transformation of organic waste.

Institutional weaknesses:

- A lack of intersectoral waste management approach involving the relevant sectors at every level of the value creation process;
- A need to strengthen existing sustainable and integrated waste management policies in place such as for the National Waste Management Strategy (SNGID 2035), the overarching national strategy to 2035 covering all waste streams[8];
- Inability of local authorities to manage municipal solid waste sustainably;
- Need for greater involvement of the Ministry of Education and Ministry of Religious Affairs where active participation of schools and mosques to raise awareness to waste problems is considered essential to reduce the generation of waste and promote the sorting and recycling;
- Lack of adequate funding.

Sociocultural barriers:

- Lack of adequate information, with poor communication and inadequate support of the media;
- Lack of effective communication and awareness leads to a lack of concern for sustainable waste management at the household level.

[8] NPMHSW is a specific operational component of SNGID, focused on household and similar waste.

2.3 AIMWELL Project Description and Strategy

19. The objective of the AIMWELL Project is to "promote an integrated and comprehensive solid waste management by fostering technology deployment, dissemination, and transfer in collaboration with private sector". The Project is based on achievement of 4 outcomes:

- Outcome 1: Progressive upstream sorting by households of fermentable (organic fraction) and dry waste (inorganic fraction) with separate collection, and communal sorting planned and established in Constantine and Sétif municipalities to reduce the volume of landfilled waste;
- Outcome 2: The management of value creation through the transformation of the organic fraction of solid waste into fertilizer and energy, and the selective recycling of the dry matter;
- Outcome 3: Model of integrated management of municipal waste is transposed to other cities;
- Outcome 4: Lessons learned are captured and disseminated widely.

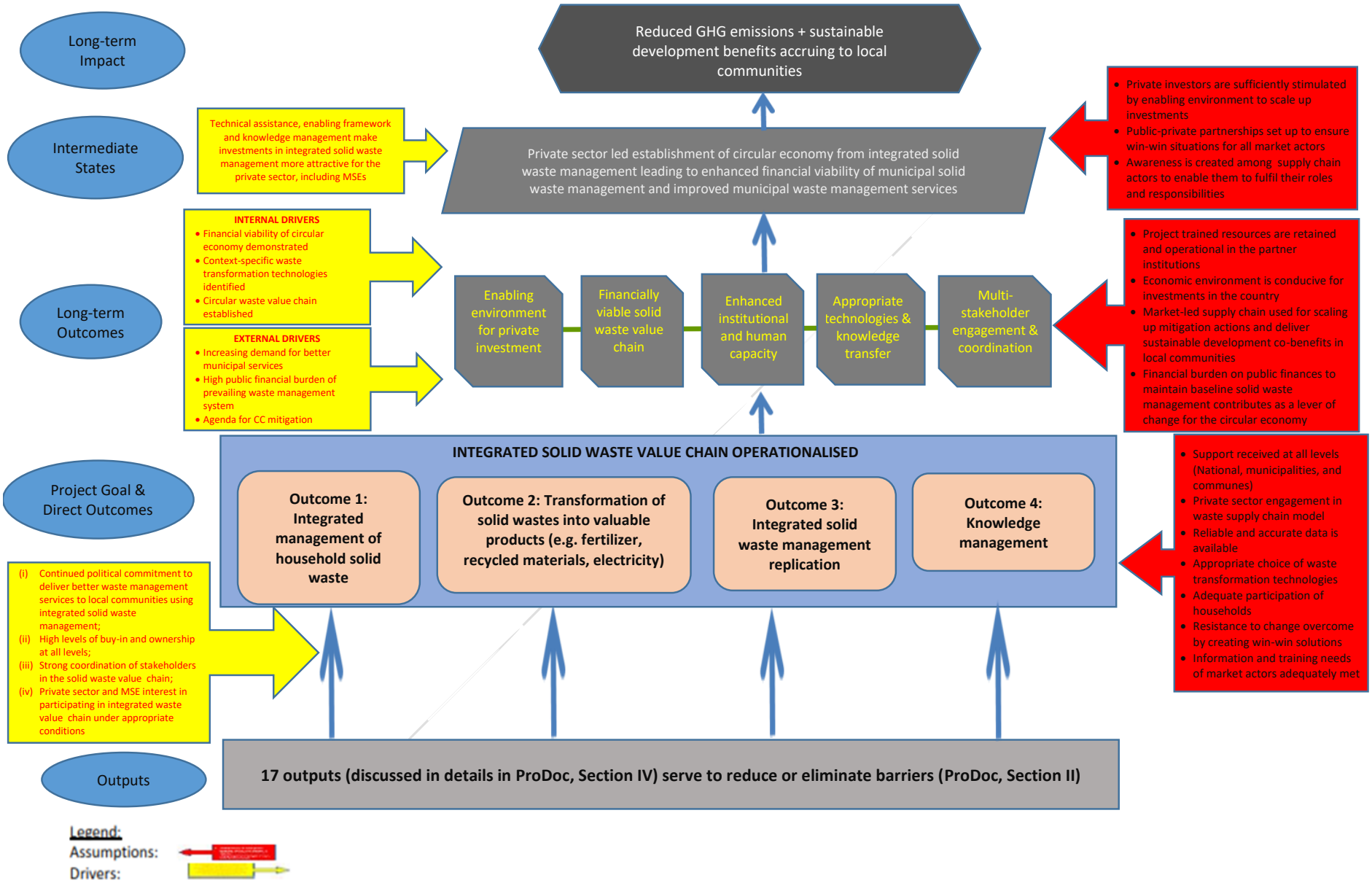
20. A Theory of Change (ToC) for the AIMWELL Project illustrates the linkages between the challenges discussed in Paras 13-18 and depicted in Figure 1. It also shows how Project interventions at the level of Outcomes 1 to 3 address the root causes of problems related to the development of a value chain for HSW in Algeria. The Project objective was to be achieved through addressing weaknesses identified in the baseline and targeting wastes at a municipal scale to cover all components of the waste value-chain that can be easily replicated nationwide under SNGID 2035. The value chain is to be supported by strengthening institutional and human capacity and GEF Project investments. These remain as weak links in the HSW value chain in the absence of this Project. The Project is based on 3 pillars:

- Reduction of waste volume at source and of transport distances to engineered landfills through:
  - upstream waste sorting at the household level;
  - municipal institutional strengthening and technical support;
  - upgrading the status of waste sector employees;
  - development of recycling waste collection networks through the creation of micro-enterprises at the communal level; and
  - the installation and operation of municipal sorting plants;
- Integration of bio-mechanical waste treatment into the waste management process to separate the organic fraction; and
- Promotion of economic value creation from waste by strengthening recycling activities, and enabling production of fertilizer and energy through transforming the organic fraction of waste.

2.4 AIMWELL Project Implementation Arrangements

21. Original implementation arrangements for the Project were full National Implementation Modality (NIM). The Implementing Partner is the Ministry of Environment and Quality of Life (MEQL) who reports to the NSC to ensure Project planning, review, monitoring, evaluation, and all other reports are completed in a timely manner, that coordination amongst the various partners is effective, and Project activities are completed in a timely manner. The current NSC has 11 members (7 women, 5 men) from MEQL, Ministry of Foreign Affairs, Ministry of Industry, Ministry of the Interior, Local Authorities and Transports, AND, DIVINDUS, SOPTE, National Observatory of Civil Society, and UNDP.

Figure 1: AIMWELL Theory of Change



22. With SOPTE kept as a Responsible Party (see Table 2 for details of SOPTE's role on Project) for executing activities such as procurement of contractors and consultants, this arrangement ran into difficulty in May 2024 with Algeria's regulatory framework prohibiting direct fund transfers to government entities, disallowing externally led audits, and precluding HACT-based financial assessments[9]. MEQL has formally requested that UNDP provide limited support services under the AIMWELL project. MEQL has determined that UNDP is best positioned to provide operational support services. These include the recruitment of staff and experts, procurement of goods and services, processing of invoices, facilitation of travel, and the management of audit and evaluation activities. In May 2024, a Letter of Agreement (LoA) was signed between UNDP and the GoA for the provision of Project support services. Under this LoA, the UNDP CO was to provide, at the request of the MEQL, limited support services to ensure operational continuity and implementation of Project activities such as:

    - recruitment of the PMU and management of HR benefits and entitlements;
    - procurement of consultants, contractors, consultancies, international and national consultants working on the Project;
    - procurement of key services including conference services, international travel arrangements, and venues for events;
    - invoice processing; and
    - audit facilitation.

23. Based on the signed May 2024 LoA agreed between the IP, the UNDP CO and the GEF OFP, and in response to longstanding implementation realities in the country, the UNDP CO has initiated in good faith to provide support services without the GEF Secretariat's approval. Operational support was provided in very close coordination with both MEQL and the GEF Operational Focal Point and UNDP CO.

24. Furthermore, the UNDP Regional Hub in Amman was informed about these changes in March 2025. To ensure continued progress with the Project implementation and to comply with national constraints and GEF policies, UNDP Regional Hub initiated a request in May 2025 to the GEF Secretariat to amend the Project implementation modality to reflect this execution arrangement. However, the formal approval process with the GEF Secretariat for UNDP's provision of support services, faced significant delays as it was requested only after making the changes to the ProDoc and signing it with the Government in early-2024. The official GEF SEC approval to provide support services was granted in February 2026. This delay directly impacted the Project's ability to proceed with essential operational tasks, including budget execution, procurement, and recruitment. The GEF Secretariat required multiple revisions to the notification, particularly to acknowledge that UNDP had already undertaken execution functions (i.e. provision of support services) without prior approval.

2.5 AIMWELL Project Timing and Milestones

25. The AIMWELL Project was designed as a 5-year project that commenced on 31 October 2023 and is currently scheduled to end on 31 October 2028. Progress up to 28 February 2026 has been moderately satisfactory, as further detailed in Para 71. The CEO Endorsement document was signed on 15 March 2023 with the ProDoc signed on 31 October 2023. With the date of the Inception

[9] SOPTE's activities under AIMWELL would be limited to local procurement such as local surveys and workshops.

workshop of 28 May 2024, the Project effectively commenced operations in June 2024, a time when most of the PMU positions were staffed, and effective outreach to all stakeholders was established with COVID-19 restrictions being relaxed. At the time of writing of this MTR report, there were 32 months of time remaining to complete all AIMWELL activities. Details of the remaining activities to achieve all AIMWELL outcomes and outputs are provided in Section **Error! Reference source not found.** of this report.

26. A summary of significant events for the first 28 months of the AIMWELL Project include:

- ProDoc signature on 15 March 2023;
- full complement of PMU staff by May 2024;
- NSC Meeting of 27 May 2024 where the decision was made to select technology and a private partner for the PPP in a transparent manner in line with the principles of the GEF and UNDP;
- the national Inception Workshop conducted on 28 May 2024;
- call for proposals to conduct feasibility studies to assess the most suitable technologies for household and poultry waste valorization, produce a business plan, and inform site design for the pilots in Constantine and Kasr El Abtal in June 2024;
- A dedicated capacity-building session on the digitalization of waste collection systems on 18 February 2025 in Constantine. The training brought together representatives from municipalities, EPICs, SOPTE, and the National Waste Agency (AND), with a total of 33 participants, including focal points, coordinators, group leaders, and field surveyors;
- a specialized sociological firm was engaged to design and supervise the household behavioral study, while surveyors from national and local institutions (AND, SOPTE, municipal authorities, and local environment directorates) were trained in May 2025 on data collection tools, methodology, and citizen engagement techniques;
- national workshop on 2 June 2025 to launch a dedicated MRV (Measurement, Reporting, and Verification) system for the solid waste sector that quantifies baseline and project-generated emission reductions on a technical and institutional basis;
- baseline for the development of two municipal Master Plans for integrated solid waste management in Constantine and Kasr El Abtal completed in 17-18 June 2025;
- feasibility studies launched in July 2025;
- development of the two municipal Master Plans for integrated solid waste management in Constantine and Kasr El Abtal completed in November 2025;
- draft feasibility studies completed in December 2025;
- Call for Expression of Interest issued in January 2026 to establish the Public-Private Partnership (PPP) with SOPTE.

2.6 Main Stakeholders

27. To achieve the specific AIMWELL Project objective of “promoting an integrated and comprehensive solid waste management by fostering technology deployment, dissemination, and transfer in collaboration with private sector”, the AIMWELL Project needed to engage a wide range of stakeholders as listed on Table 1.

Table 1: Primary Stakeholders on AIMWELL Project

Stakeholder	Role
Ministry of Environment and Quality of Life (MEQL) (formerly Ministry of Environment and Renewable Energy)	MEQL is the GEF Operational Focal Point and UNFCCC Focal point, ensuring Project alignment with national climate change goals and priorities, ensuring GEF funds on AIMWELL are effectively expended, and serving on the NSC (see Para **Error! Reference source not found.**). MEQL is involved in achieving the SDGs Goals, including sanitation, the fight against climate change, deforestation, desertification, protecting biodiversity and reducing pollution and greenhouse gas. MEQL also coordinates with stakeholders on policies to be included in the National Strategy for Integrated Waste Management 2035 (SNGID 2035). The National Waste Agency (AND) is the focal point of MEQL. AND is responsible for promoting the sorting, collection, transport, treatment, recovery and transformation of waste and provides assistance to local authorities in the field of waste management in sorting, collection, transport, treatment, recovery and transformation of waste. AND provides public service mission in information and extension of technical and promotional sorting, collection, transport, treatment, recovery, transformation and disposal of waste in accordance with the guidelines of the relevant Ministry. MEQL also facilitates coordination of all stakeholders during the development of replication plan for scaling up the integrated solid waste management model under Output 3.1. In particular, it will ensure the meaningful participation and consultation of stakeholders throughout the preparation of the SESA.
The Ministry of Industry (MI) (formerly The Ministry of Industry and Pharmaceutical Production)	MI is a major partner directly involved in the Project through the SOPTE, a subsidiary of Divindus. As part of the integrated management of household waste and energy production, MI supports microenterprises through access and tax exemptions. SOPTE is to play a leading role in the first part of the collection project for various types of waste for the pilot projects and the development of the poultry waste collection network in Constantine and Kasr El Abtal. The subsidiaries of the industrial group Divindus contribute to the development of components in the production plant. The Divindus Industrial Group and its subsidiary SOPTE in Constantine are well-positioned to develop these activities to boost a circular economy.
Wilayas of Constantine and Sétif under the Ministry of the Interior, Local Authorities, and Transportation (MICLT) (formerly the Ministry of Internal Affairs, Local Authorities, and Land Use Planning)	The Wilayas of Constantine and Sétif are decentralized local authorities with legal authority and financial autonomy. They have a People's Assembly of the Wilaya (PAW), with a mandate for socio-economic development, land use and environmental protection in municipal areas. The PAW defines the master plan and development plans, participates in the formulation of procedures for operations planning, and can initiate the creation of municipal facilities depending on their size, importance or use. It also implements strategies and action plans for the protection and promotion of agricultural land. These functions and powers and their cross-cutting nature make the Wilayas of Constantine and Sétif key players to ensure the successful implementation of the AIMWELL. The missions of MICLT also integrate the development of communal activities and the fight against unemployment by the new value chains related to sorting, recovery, and recycling of MSW. These actions are accompanied by improved communal services.

Stakeholder	Role
The Ministry of Agriculture, Rural Development and Fisheries (MARDF)	MARDF is interested in production of fertilizers from household waste and poultry waste that will be generated from the integrated management of household waste, improving food security and the development of organic agricultural production. In its involvement with AIMWELL, MARDF will be responsible for the certification process of NPK-enriched, organic-based fertilizers produced by the Project. The Directorate for Plant Protection and Technical Controls leads the early stages of testing the performance of the organic fertilizer through approval and certification procedures, and plays a crucial role in raising farmers' awareness of the organic-based fertilizers.
Ministry of Energy and Renewable Energies (MERE) (formerly Ministry of Energy and Mines)	MERE has a stake in electricity production from waste transformation that can be an effective substitute for natural gas and contribute to GHG emission reductions and promoting the consolidation of revenue from hydrocarbons. MERE has a programme from the Executive Decree of February 2017, "Renewable Energy and Energy Efficiency", where MERE can guarantee a PPA with conditions suitable for the production of electricity generated from biomass resulting from the conversion of the organic fraction of municipal solid waste.
Ministry of Communication (MoC)	MoC's participation is essential to ensure the effectiveness of the outreach activities to support the communication strategy and the communication plan of the awareness raising efforts of the Project under Component 1. With the media playing a crucial role in raising awareness, MoC is able to facilitate partnerships with the local radio and local television free-of-charge, and contribute to its scaling up after the EoP by ensuring media coverage nationally.
Ministry of National Education (MNE)	MNE is to cooperate with the Project to develop educational curriculum and course modules on the protection of the environment and environmentally sound waste management for students of primary and secondary schools. These curriculum and modules are supported by expert intervention and appropriate teaching tools.
Ministry of Vocational Training and Education (MVET)	MVET is to cooperate to ensure development of adequate technical and vocational training programmes in support of the Project and its generation of a significant potential for employment in the collection, sorting, recycling and transformation of solid waste.
Ministry of Higher Education and Scientific Research (MHESR)	MHESR will allow researchers to gain practical experience in waste transformation activities of the Project and to upgrade existing university courses in waste management and recovery (namely at the Universities of Constantine, Sétif, Bab Ezzouar, Boumerdes, Tizi Ouzou , Annaba, Mostaganem, Oran, Saida) through twinning activities. MHESR also has the expertise of its researchers and research centers such as the Centre for Research in Physical and Chemical Analysis, the Centre for Renewable Energy Development, and the Centre for Research, Science and Technology in Arid Regions. The National Agency for the Commercialization of Research Results is involved in the creation of start-ups in the field of waste management whose expertise will be supportive to the Project objective to scale up its results at the national and regional levels.
Economic Actors (Public, Private) and Social (Households, Associations, Cooperatives)	Economic actors include: • Public Industrial and Commercial Establishments (EPICs) who are public or private involved in the collection, sorting and recycling of waste and materials (e.g. paper, cardboard, plastics) from households positioned to "Sorting, Recycling, Waste-to-Energy and Fertilizers " who create enterprises to cleaner surroundings, reduction of pollution and health preservation of the population. They also create jobs, generate revenue from value addition through recovery

Stakeholder	Role
	and transformation of solid waste, and provide direct waste management services to local communities[10]; • Civil society organizations (CSOs) in Constantine and Kasr El Abtal (consisting of imams, neighborhood associations, associations working on the environment, an association of parents of students) who contribute to education, advocacy, and household sensitization in integrated waste management. Importantly, these organizations operate in closest proximity to households who are the principal waste generators; • Household beneficiaries who sort of waste at source. These are the stakeholders who need to buy-in and participate in the integrated waste programme as an important link for the sustainability of the circular economy.

[10] EPICs are public entities endowed with financial autonomy but under the supervision of the State.

3. FINDINGS

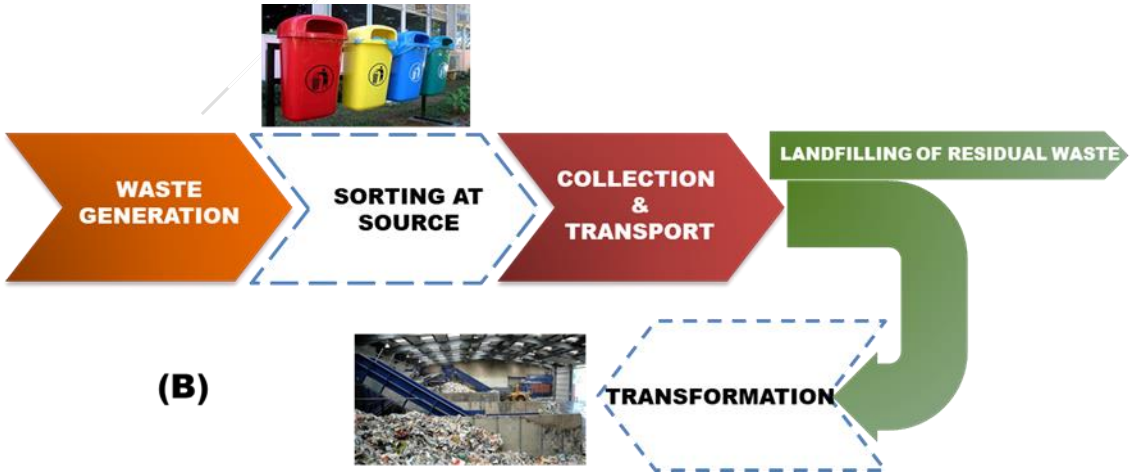
3.1 Project Strategy

28. The AIMWELL Project is an effort by the GoA and UNDP to support the post-COVID recovery process through the stimulation of private investments in the solid waste sector that reduces municipal financing deficits and establishes a circular solid waste economy that will deliver both local and global environmental benefits. The baseline of the management of HSW in Algeria is made through a chain of actions consisting of 3 steps including (i) waste production; (ii) collection and transport; and (iii) disposal in managed landfills or open dumps, as illustrated in Figure 2.

Figure 2: Baseline chain of current solid waste management

29. The main objective of the AIMWELL Project aims to transform this baseline 3-step chain of actions into a circular chain (Figure 3) with the aim of transforming HSW while reducing the amount of waste to be landfilled. The sorting of solid waste at source (mainly in the households) and the various means of transforming HSW are two additional steps in the new circular chain and are central to the paradigm shift that underpins the circular economy.

Figure 3: Value chain of integrated solid waste management



30. This was to be achieved through pilots on integrated and comprehensive solid waste management regimes: Constantine for HSW and Kasr El Abtal for chicken waste. The Project would foster technology deployment, dissemination, and transfer in collaboration with the private sector. Private sector participation should demonstrate the liberation of increasingly scarce public finances that can be freed for improved health and social security services.

31. The AIMWELL Project is the first-of-its-kind in Algeria, there were no lessons from similar or previous projects to inform the design. As such, the Project strategy consisted of 4 components:

- Reducing the volume of waste at source and transport distances to landfills at 2 pilot sites, Constantine and Kasr El Abtal;
- Value addition through valorization of the organic fraction of waste and reducing the amount of waste landfilled at these pilot sites;
- Replicating the Project at regional and national levels as a GHG emissions reduction model based on lessons learned from the pilot sites; and
- Knowledge management and monitoring & evaluation.

32. The Project was to deliver its developmental objectives based on weaknesses and barriers listed in Para 18 and the 3 pillars mentioned in Para 20. AIMWELL is targeted at the city (wilaya) level that covers all components of the solid waste value chain that can be easily replicated at the national level under the NPMHSW. The ToC in Figure 1 illustrates the linkages between the challenges (Paras 13-17) and its weaknesses and barriers (Para 18), and shows how Project interventions at the level of 4 outcomes address the root causes of problems related to the development of a value chain for HSW in Algeria. The value chain of integrated solid waste management will be supported by strengthening institutional and human capacity, and GEF investments in Project activities that remain as weak links in the HSW value chain in the absence of the AIMWELL Project.

33. The ToC did contain a number of assumptions and drivers. With regards to Project interventions, key assumptions and drivers were included:

Assumptions:

- A political and institutional support received at all levels (national and public);
- The willingness of the private sector to engage in the model of an integrated solid waste management;
- Reliable and accurate data are available to demonstrate the multiple benefits of sustainable development of the project, as well as for monitoring and evaluation purposes;
- Choosing appropriate waste processing technologies leads to a successful demonstration of the circular value chain;
- Adequate participation of households in waste sorting at source;
- The potential resistance to change by threated actors in the baseline is overcome by creating win-win solutions especially concerning the public enterprise (EPIC) responsible for managing the sanitary landfill in Constantine; and
- The information and training needs of market participants are adequately met.

Drivers:

- Continued political commitment to deliver better waste management services to local communities using integrated solid waste management ;
- High levels of buy-n and ownership at all levels;
- Strong coordination of stakeholders in the solid waste value chain;
- Private sector and MSE interest in participating in integrated waste value chain under appropriate conditions.

34. In terms of long-term results, the assumptions and drivers are:

Assumptions:

- Human capacity built by the project are maintained and put into application in the project's partner institutions;
- The business climate and the macroeconomic framework are conducive for private investment in the circular economy;
- The market mechanism is an appropriate way to increase the scale GHG emission reduction while providing co-benefits of sustainable development at local level;
- Creation of green jobs through small and medium enterprises in the solid waste circular economy; and
- The financial burden on public finances in municipalities represents a lever toward integrated solid waste management.

External Drivers:

- Increasing demand for better municipal services;
- High financial public burden of prevailing waste management system;
- Agenda for CC mitigation.

Internal Drivers:

- Financial viability of circular economy demonstrated;
- Context specific waste transformation technologies identified;
- Circular waste value chain established.

35. Assumptions and drivers concerning the intermediate states are:

Assumptions:

- Private investors are sufficiently stimulated by a framework to enhance investment in the circular economy;
- Public-private partnerships set up to ensure win-win situations for all market players; and
- The awareness is created among the players in the value chain to enable them to fulfil their roles and responsibilities.

Drivers:

- Technical assistance, enabling framework and knowledge management make investments in integrated solid waste management more attractive for the private sector including MSMEs.

36. There were 10 risks identified under the AIMWELL ProDoc registered under the UNDP QUANTUM Risk Log including:

- moderate risk of the COVID-19 pandemic slowing down Project implementation due to restricted mobility of persons and inability to carryout technology transfer because of closed borders;
- moderate risk of PPP disintegration or undercapitalized sorting and waste transformation that would delay project implementation;
- moderate risk that there is a lack of technical expertise for the development and implementation of the waste processing facilities;
- moderate social/cultural risk of the Project perpetuating the current low representation of women in the construction sector;
- substantial environmental risk of transformation of solid wastes will generate effluents and require electricity for operation. In the case where solid waste will be combusted, waste transformation will generate solid wastes in the form of bottom ash and stack emissions that pollute the air;
- high socio-economic risk of the potential loss of economic activities by operators (mostly informal) in the treatment of channels of current solid waste;
- substantial health and safety risks for persons handling hazardous waste and organic waste, notably workers handling poultry waste as poultry waste is a disease vector;
- high technical risk in the construction and operation of solid waste processing units;
- high social risk of locating the current informal poultry waste management site in Kasr El Abtal into a unit to a formal poultry waste and fertilizer facility that would require current occupants to leave the site; and
- moderate social risk of people who currently benefit economically from existing landfills are not eligible to take up new roles or be relocated to do so.

All these risks have mitigation and management measures.

37. Risks identified in the SESP slightly differ from those identified in the UNDP QUANTUM Risk Log, including:

- support to a fundamental transformation of the household waste management supply chain and practices in Constantine brings issues of labour management, occupational health and safety, construction site management, emergency preparedness and response (among others);
- support to Poultry Waste Management in Sétif brings a wide range of environmental issues such as odours, nitrate contamination of ground and surface water, flies and mosquitoes; and social issues including potential physical and/or economic displacement, and impacts on cultural heritage;

- promotion of a new solid waste management model could affect the livelihoods of waste pickers in Algeria;
- vulnerability of the project (and its outcomes) to the effects of climate change;
- technical assistance could create outcomes that harm people or the environment; and
- gender discriminations could be reproduced by the project.

These SESP risks are addressed through a description of assessment and management measures *as reflected in the Project design*.

38. A review of the AIMWELL ProDoc also reveals that gender equality and empowering women were taken seriously. The gender analysis resulted in the following recommendations regarding gender dimensions of the Project:

- Spouses (both men and women) have a central and shared role in waste management at the household level, and should be encouraged to participate in upstream sorting in response to communications materials to households;
- Women must be involved in productive activities in the solid waste recovery and transformation processes, and their working conditions improved. This translates into placing favourable conditions on women's access to waste-derived products transformed by the Project, jobs created by the Project, and access to incentives to income generating businesses;
- Effective participation of entrepreneurial women in integrated solid waste chain to develop a circular economy locally;
- Women should be encouraged and provided with the means to participate in Project activities, including sensitization and training sessions for the integrated solid waste management, and sharing their experiences to reduce their work burden and if possible, increase their independence.

39. However, the ProDoc does not mention prioritization of marginalized or particularly vulnerable groups such as people with disabilities, female-headed households, ethnic minorities, elderly, or households that have lost assets.

3.2 Analysis of Project Results Framework

40. All AIMWELL Project indicators and targets in the PRF meet “SMART” criteria[11]. This translates into effective monitoring of the Project, though there were no risks and assumptions associated with each indicator:

- the PRF contains numerical values for the baseline, mid-term targets, and EoP targets, all of which make it easy to monitor progress. The target for the number of direct and indirect beneficiaries and the number of persons trained in the operation and maintenance of waste transformation facilities were gender disaggregated to cover and advance gender aspects of the Project. The target of (lifetime) GHG emission reductions facilitates effective tracking of progress;
- time-bound aspects of the indicators were defined by the mid-term and EoP targets;

[11] Specific, Measurable, Attainable, Relevant, Time-bound

- with no risks in the PRF, an assessment of the 10 risks in the QUANTUM Risk Register (Annex I of the ProDoc) identifies 5 substantial or high risks (see Para 36). In addition to the 6 risks identified in the SESP. All risks appear to be logical for the AIMWELL Project.

41. As such, the AIMWELL Project design and formulation are rated as ***satisfactory.*** Detailed assessment of the quality of each indicator in the PRF can be found in the footnotes of Appendix A.

3.3 Progress Towards Results

42. Progress towards results is provided on Table 2 against the EoP targets in the AIMWELL Project PRF. Comments on some of the ratings are provided in the following paragraphs. For Table 2, the "achievement rating" is color-coded according to the following scheme:

Green: Completed, indicator shows successful achievements	Yellow: Indicator shows expected completion by the EOP	Red: Indicator shows poor achievement – unlikely to be completed by project closure

Project objective level targets:

43. Indicator 1 mid-term target of 500,000 direct project beneficiaries (49.5% are women) has been achieved. Based on the development of the inter-municipal Master Plan for municipal solid waste management in Constantine, the number of direct project beneficiaries is currently estimated at zero. However, approximately 800,000 people have been informed that their household waste will be collected, sorted, treated, and transformed into value-added products under the Project, including related employment opportunities generated along the value chain.

44. These estimates are derived from the population covered under the Master Plan. More concrete beneficiary figures will be confirmed once the waste collection, sorting, and treatment activities are fully operational. At that stage, more precise data will be available, including a detailed gender disaggregation to determine the exact proportion of women and men benefiting from the Project, in line with GEF and UNDP reporting requirements.

45. Completion of the inter-municipal Master Plan included the completed sociological survey, finalized in November 2025, making it possible to estimate 800,000 direct beneficiaries who will be covered under the Constantine Master Plan, whose waste is to be collected, transported, sorted, and recovered. The first activities under this plan are expected to start in October 2026. With the target of the indicator now in progress, one remaining step is the disaggregation of beneficiary data by sex for both pilot sites, which will be completed once the detailed demographic analysis is finalized.

46. Sharing of these plans is leading up to a process to select a foreign technology partner for a PPP process. By the end of January 2026, the review and validation process of the master plans was initiated to guide the forthcoming public-private partnership process. A technical and economic feasibility study was completed in March 2025 to support the selection and benchmarking of technologies for the recovery of household solid waste and poultry manure, with the results presented in late January 2026. A draft business plan has also been developed and will be finalized by April 2026 following the confirmation of the selected valorization technologies. In parallel, a technical and scientific committee comprising 16 sectors was established and held its first meeting on 1 February 2026 to oversee the alignment of the master plans with the PPP objectives. To facilitate implementation, the Project will recruit an expert to assist the PMU in preparing and launching the call for expressions of interest aimed at identifying private partners with proven experience in waste management. This call is expected to be launched in April 2026. This is further covered in Paras 53-54.

Table 2: Progress Towards the AIMWELL Project PRF (from the revised 2025 ProDoc)

Project Strategy	Indicator	Baseline Level	Mid-Term Target	End-of-Project Target	Midterm Level and Assessment	Achieve-ment Rating	Justification for Rating
Project Objective: To promote an integrated and comprehensive solid waste management by fostering technology deployment, dissemination, and transfer in collaboration with private sector	**Mandatory Indicator 1:** # direct project beneficiaries disaggregated by gender (individual people)	0	500,000 (49.5% are women)	750,000 (49.5% are women)	0	5	See Paras 43-46
	Mandatory Indicator 2: # indirect project beneficiaries disaggregated by gender (individual people)	0	750,000 (49.5% are women)	1,125,000 (49.5% are women)	0	3	See Para 47
	Mandatory Indicator 3 GEF Core Indicator (Lifetime direct project GHG emissions mitigated, tCO_{2e}): Greenhouse Gas Emissions Mitigated (million metric tons of CO_{2e})	0	55,568	357,279 (direct) 4,301,757 (indirect)	0	4	See Para 48
Component 1: Integrated management of household waste at source; minimization of final waste; and reduced transport distance							
Outcome 1: Progressive upstream sorting by households of fermentable (organic fraction) and dry waste (inorganic fraction) with separate collection, and communal sorting planned and established in Constantine and Sétif municipalities, so as to reduce the volume of landfilled waste	Indicator 4: Number of households sensitized on integrated management of household waste.	200	1,300	5,600	700	4	See Para 50
	Indicator 5: Number of municipal Master Plans for the Wilayas of Constantine et de Sétif that propose innovative solutions, backed by sound technical and socio-economic studies, for the integrated solid waste management	0	2	2	2	5	See Paras 51-52
	Indicator 6: Quantity of poultry waste (tonne) secured by project through long-term contractual agreements	0	600	600	0	4	See Para 53
	Indicator 7: Total CAPEX (US$ million)) in the centralized waste sorting center in Constantine	0	4.5	4.5	0	4	See Para 54

Project Strategy	Indicator	Baseline Level	Mid-Term Target	End-of-Project Target	Midterm Level and Assessment	Achieve-ment Rating	Justification for Rating
Component 2: Value creation through the transformation of solid waste and poultry waste into fertilizer and energy							
Outcome 2: Managing value creation resulting from the conversion of the organic fraction of household solid waste and poultry waste into fertilizer and renewable energy, and the management of the recycling of the inorganic fraction of solid waste is planned and operational	Indicator 8: *Quantity of transformed products for each Wilaya in the form of fertilizers (tonnes/yr), recycled plastic (tonnes/yr) and electricity generated (MWh/yr)*	0 (for all products and in both locations)	Fertilizers: 26,400 (Setif) and 16,884 (Constantine) tonnes/yr Plastic: 14,377 tonnes/yr Electricity: 0 MWh/yr (O MWe installed)	Fertilizers: 26,400 (Setif) and 25,326 (Constantine) tonnes/yr Plastic: 21,565 tonnes/yr Electricity: 14,980 MWh/yr (2 MWe installed)	0 for all indicators	4	See Paras 56-59
	Indicator 9: *Number of persons trained in the operation and maintenance of waste transformation facilities*	0	30 (10 women)	55 (25 women)	0	3	See Para 60
Component 3: Promotion of municipal model of integrated waste management at regional and national levels							
Outcome 3: Replicability of the municipal waste management model	Indicator 10: Number of Wilayas with replication and investment plans for scaling up project results	0	0	2	0	3	See Paras 62-63
	Indicator 11: Number of persons with professional technical training on the integrated solid waste management approaches and technologies	55 (predominantly men)	55 (predominantly men)	150 (15% women)	155 (29% women)	5	See Para 64
	Indicator 12: Number of upgraded factories for manufacturing mechanical and spare parts	0	0	0	1	3	See Para 65
Component 4: Knowledge management and monitoring and evaluation							
Outcome 4: Lessons learned are captured and disseminated widely, and	Indicator 13: Number of ETF, including MRV for solid waste management	0	0	1	0	4	See Para 67

Project Strategy	Indicator	Baseline Level	Mid-Term Target	End-of-Project Target	Midterm Level and Assessment	Achieve-ment Rating	Justification for Rating
project monitoring and evaluation is carried out in order to ensure adaptive management and achievement of project objectives	Indicator 14: Number of frameworks to measure the impacts of project on SDGs	0	0	1	0	4	See Para 69
	Indicator 15: Number of knowledge products (technical documents, scientific publications, videos, webinars, etc.) on best practices and lessons learned made available to key stakeholders for replication in other Wilayas	0	1	At least five (5)	0	4	See Para 70

47. *Indicator 2 mid-term target of 750,000 indirect Project beneficiaries (49.5% women) has not been achieved*. This refers to indirect Project beneficiaries who are the broader population base that stands to benefit from the multiplier effects generated by Project investments. These effects extend beyond the direct service coverage of waste collection and treatments to include job creation across the waste value chain, income opportunities in recycling and composting, improved public health from reduced open dumping and illegal poultry waste storage, and climate co-benefits from reduced GHG emissions. Progress on this indicator is dependent on the feasibility studies for the Constantine and Kasr El Abtal pilots that was launched in July 2025 and completed in April 2026, and the process to choose a private partner for the PPP process scheduled for the April-June 2026 period. However, foundations are not good for the achievement of this target with the current EoP of 31 October 2028. The 750 t/day waste sorting and biomethanation plant in Constantine is scheduled to be completed by this date, with the operationalization of the plant after the EoP date. The target cannot be achieved without a Project extension. If there is a Project extension, the indirect beneficiaries can be estimated.

48. *Indicator 3 mid-term target of 55,568 tCO_{2e} (direct) GHG emissions has not been achieved*. Again, due to the incomplete development of a 750 tons/day sorting center and biomethanation plant for HSW in Constantine and 600 t/day of poultry waste in Kasr El Abtal into value-added products, there has been no progress on this indicator. However, GHG emission reductions could be achieved with the possible completion of these facilities by the EoP date of 31 October 2028. GHG emission reductions are to be achieved through:

- sorting and reducing waste at source;
- methane avoided from diverting the organic fraction of waste from uncontrolled landfilling;
- electric trucks which reduce diesel consumption through optimized waste collection and shorter transport distances;
- substitution of chemical fertilizers by organic fertilizers produced by the Project;
- recycling of plastics into secondary raw materials; and
- renewable electricity generation from organic waste fractions.

Outcome 1: Progressive upstream sorting by households of fermentable (organic fraction) and dry waste (inorganic fraction) with separate collection, and communal sorting planned and established in Constantine and Sétif municipalities, so as to reduce the volume of landfilled waste.

49. The Project remains on track to reduce the volume of landfilled waste through:

- the sensitizing of approximately 1,300 households to integrated solid waste management by May 2026, with a progressive scale-up envisaged by the EoP;
- completion of 2 municipal Master Plans for the Wilayats of Constantine and Sétif in November 2025 that propose innovative solutions for integrated solid waste management;
- feasibility studies completed in December 2025 to select the most appropriate technologies for valorizing both household organic waste and poultry manure into fertilizer and energy;
- consultants working to prepare documents in April 2026 for the call for interest for a private sector entity to join with the PPP, and business arrangements under a PPP (between SOPTE and a private sector firm specializing in waste management);

Key obstacles to achieve the Outcome is the approval of the completed feasibility studies for integrated HSW management at Constantine and chicken waste at Ksar El Abtal, and the completion of the PPP arrangements. Once these are completed, the CAPEX for the 750 tonne/day household waste valorization facility in Constantine can be estimated, and long-term contractual agreements for 600 tonne/day of poultry waste can be secured by the Project

50. *For Indicator 4, the target of 1,300 households sensitized on integrated management of household waste has been partially achieved with an estimated 700 households sensitized*. In fact, households were not directly sensitized. A specialized sociological firm was engaged to design and supervise household behavioral study, while surveyors from national and local institutions (AND, SOPTE, municipal authorities, and local environment directorates) were trained in May 2025 on data collection tools, methodology, and citizen engagement techniques[12]. This approach ensures that national partners acquire long-term skills to conduct outreach and monitoring beyond the Project lifetime. Additionally, there has been the recruitment of a professional communication agency, who worked jointly with the sociological experts, NGOs and other local partners, to develop a comprehensive awareness and communication strategy, and to guide campaigns in the pilot municipalities of Constantine and Kasr El Abtal that focused on reducing household waste generation and promoting selective sorting at source. In addition, capacity building sessions were organized to strengthen local partners in digital and institutional communications to ensure sustainability of Project activities. With 700 households currently sensitized on integrated management of household waste, the Project remains on track to sensitize approximately 1,300 households by May 2026 with the assistance of the specialized sociological firm, and with a progressive scale-up to reach at least 5,600 households by the current EoP.

51. *For Indicator 5, the mid-term target of 2 municipal Master Plans for the Wilayats of Constantine and Sétif has been achieved*. These plans propose innovative solutions, backed by sound technical and socio-economic studies that were completed in November 2025 for integrated solid waste management. The plans were prepared by one international expert and one national expert. Activities included baseline assessment and validation through workshops in Kasr El Abtal (south of Sétif) and Constantine, 17-18 June 2025 involving central and local authorities, EPICs, SOPTE, AND, and CSOs. Parallel to this, training sessions were conducted for local surveyors and municipal staff on digital tools for data collection and waste system mapping, thereby reinforcing local technical capacities for sustaining the planning process. Two consultation sessions with civil society and CBOs were organized in May 2025 to gather citizen perspectives and integrate social dimensions into the design of innovative solutions. The Master Plans have been completed and are currently under partner validation. By the end of January 2026, two capacity-building sessions on digital monitoring and master planning were delivered to key institutions and local partners to support the review and validation process:

- a technical and economic feasibility study completed in December 2025 to finalize the technology selection and benchmarking of these technologies for the recovery of HSW and poultry manure valorization and presented in late January 2026;
- a draft business plan has been developed that will be finalized by March 2026 as the valorization technologies have been selected;

[12] Building on the 200 households sensitized during the Project design phase, a sociological survey campaign was carried out in Constantine and Kasr El Abtar, resulting in the sensitization of an additional 500 households on sustainable waste management practices and waste segregation at source.

- a technical and scientific committee was created with the involvement of 16 sectors[13] and whose first meeting was 1 February 2026;
- an expert will be hired by the Project to support the PMU in the preparation and launch of the call for expressions of interest to choose private partners with experience in waste management to be included in the PPP. The call for expressions of interest is scheduled to be launched in April 2026.

52. In March 2026, the PMU recruited a PPP consultant to work with KOCKS Engineers, the feasibility study consultants, to prepare documents for the call for interest for a private sector entity to join with the PPP, and business arrangements under a PPP (between SOPTE and a private sector firm specializing in waste management). This task is to be completed in April 2026. Then, by June 2026, the documents will be prepared for the private entity to partner with SOPTE, the public entity of the PPP. Once the PPP with SOPTE has been established in late 2026 (with negotiations to take place between the public and private company), design studies will be conducted in early 2027, with construction by mid to late 2027; this is further discussed in Paras 73-75. It should be emphasized that the process of contracting the most suitable partners for the PPP cannot be rushed. The partner selected should be openly agreeable to all terms of the PPP as further explained in Para 123. There have also been reminders that SOPTE's membership of the PPP remains uncertain, as it is strictly dependent on the profitability of the Project. If SOPTE withdraws from the Project, MEQL has already identified other potential investors to join the PPP although financial risks to the sustainability of the Constantine pilot appears to be low (Para 106).

53. *For Indicator 6, the mid-term target of 600 tonne/day of poultry waste secured by Project through long-term contractual agreements has not yet been achieved*. In fact, no poultry waste was yet secured under long-term contractual agreements. Notwithstanding, communities around Ksar El Abtal (south of Sétif) are receptive the concept of formal collection of chicken waste[14]. With a feasibility study to select the most appropriate technologies for valorizing both household organic waste and poultry manure into fertilizer and energy, a 15-hectare site just south of Ksar El Abtal was identified and reserved to host the future poultry waste transformation unit. Once validated, the Project was to move forward with formal acquisition and the preparation of the required ESIA/ESMP, in line with both Algerian regulations and UNDP's ESMF. Given that the planned facility will process up to 600 tonnes/day of poultry waste, these assessments will be crucial for addressing public health risks currently linked to unlicensed open-air storage at Ksar El Abtal. In parallel, the Project will initiate a mapping campaign to identify poultry producers in the Sétif region with the objective of negotiating and signing long-term supply contracts to secure the feedstock.

54. *For Indicator 7, the mid-term target of US$4.5 million in capital expenditure (CAPEX) in the centralized waste sorting and valorization center in Constantine has not yet been achieved*. The feasibility study to identify the most suitable and proven technologies for a 750 tonne/day household waste valorization facility in Constantine was completed in December 2025. Once the technology has been validated through the inter-ministerial scientific and technical committee and partners in a PPP arrangement with SOPTE are chosen, the CAPEX can then be estimated with the commencement of construction by early to mid-2027. The investment in the centralized facility will be financed under the PPP, whereas the two electric trucks will be procured separately by the Project under the TA

[13] Sectors include Environment, Industry, Agriculture, Interior and Transportation, Commerce interior, Commerce exterior, Education, High education, Professional Education, Communication, Finance, Hydrocarbons and Mines, Energy & Renewable Energy, Hydrocarbons, Health, and Startups.

[14] Communities can avoid fines for informal disposal of the waste; reduce odour, pathogens and flies; generate fertilizer from waste; and generate global environmental benefits.

component. The investment in the centralized facility will be financed under the PPP, whereas the two electric trucks will be procured separately by the Project under the TA component

Outcome 2: Managing value creation resulting from the conversion of the organic fraction of household solid waste and poultry waste into fertilizer and renewable energy, and the management of the recycling of the inorganic fraction of solid waste is planned and operational

55. The management of the valorization of household solid waste and poultry waste has not yet been achieved as both waste plants in Constantine and Kasr El Abtal are still at the feasibility stage of development. The 30 persons to be trained in the operation and maintenance of waste transformation facilities have not yet been achieved for these reasons. Once both plants are operational in late 2028, transformed products (fertilizers, recycled plastics, or electricity) will be generated by the Project's EoP with a laboratory to monitor and optimize the quality of fertilizer and combustible material produced by the waste processing plants.

56. *For Indicator 8, the mid-term target of quantity of transformed products for each Wilaya in the form of 26,400 tonnes/yr in Kasr El Abtal and 16,884 tonnes/yr in Constantine, and 14,377 tonnes/yr of recycled plastic has not yet been achieved, as there is not yet any infrastructure constructed in Constantine and Kasr El Abtal*. Once both plants are operational in late 2028, transformed products (fertilizers, recycled plastics, or electricity) will be generated by the Project's EoP.

57. A laboratory to monitor and optimize the quality of fertilizer and combustible material produced by the waste processing plants is scheduled to be implemented by the EoP. However, the current unavailability of premises to house the laboratory is a major obstacle to the initially planned laboratory location. If SOPTE is unable to provide premises for the Project, an alternative proposed by MEQL is to host the laboratory within the National Observatory of the Environment and Sustainable Development (ONEDD), which has 3 essential advantages:

- institutional sustainability through the backing of the laboratory with a long-term and already established public structure that has long-term anchoring;
- operational autonomy to ensure independent technical and financial management to guarantee the continuity of the laboratory's activities; and
- optimization of the business model that integrates fertilizer analysis and quality control services into ONEDD's Business Model, mutually reinforcing the viability of the laboratory and the host institution.

This well-equipped and operational laboratory will carry out analysis and research needed to optimize the waste transformation process and finished products of fertilizers and combustibles. Members of the NSC unanimously approved a new 2026 budget on 15 January 2026 which has an allocation for the acquisition of laboratory equipment, the upgrading of the laboratory premises, and strengthening the technical capacities of laboratory personnel.

58. MARDF are currently working on a legal and regulatory framework for the standardization of organic fertilizer. The Project has been assisting, launching activities to develop two standards for organic fertilizers through the organization of two workshops on the topic, one in July 2025 and another in February 2026. In parallel, training will be provided to members of the National Technical Committee (CTN31), which is responsible for approving Algerian standards in the field of fertilizers and soil amendments. In addition, an expert will support CTN31 members in drafting these two standards.

59. Progress is being made on establishing an enabling environment for the recycling companies, including the introduction of financial mechanisms and incentives for communities and individual participants, including:

    - the design and introduction of financial incentives for municipalities, informal and individual collectors, support schemes for micro and small enterprises active in selective collection, sorting, and recycling, as well as technical assistance to help them meet environmental and quality standards;
    - the NESDA mechanism (National Agency for Support and Development of Entrepreneurship, formerly ANSEJ), which can support the AIMWELL Project by fostering the development of a local entrepreneurial ecosystem within the waste management and valorization sector. Through its training, mentoring, and financing instruments, NESDA is able to facilitate the creation of micro-enterprises involved in selective collection, sorting, recycling, and the recovery of specific waste fractions such as plastics, paper, metals, and organic waste. Such support would help structure and strengthen the value chain both upstream and downstream of the infrastructure planned under the Project, reduce the volume of waste requiring treatment, and generate local employment opportunities, while strengthening the circular economy dimension and contributing to import substitution objectives.

60. *For Indicator 9, the mid-term target of 30 (10 women) persons trained in the operation and maintenance of waste transformation facilities has not yet been achieved*. With the scheduled completion of construction of both the centralized municipal solid waste transformation plant in Constantine and the poultry waste processing plant in Ksar El Abtal for late 2028, there will be no progress on this target unless there is a Project extension.

Outcome 3: Replicability of the municipal waste management model

61. The outcome of "replicability of the municipal waste management model" has not yet been achieved as there is not yet any operational waste infrastructure in Constantine and Kasr El Abtal to replicate. Notwithstanding that there has been targets met on professional technical training on the integrated solid waste management approaches and technologies from local and central institutions, there are no operational waste plants from which to replicate working experiences, and hence, there has been no replication of the municipal waste management model promoted by the Project.

62. *For Indicator 10, the mid-term target of 2 Wilayas with replication and investment plans for scaling up project results has not yet been achieved, as there is not yet any infrastructure constructed in Constantine and Kasr El Abtal*. Once both plants are operational in late 2028, transformed products (fertilizers, recycled plastics and electricity) will be generated by the Project's EoP. With the EoP date of 31 October 2028, there is insufficient time for the AIMWELL Project to build the capacities of personnel to operate and maintain these facilities that will generate value creation from the conversion of the organic fraction of household solid waste and poultry waste into fertilizer and renewable energy, and from the management of the recycling of the inorganic fraction of solid waste. This is necessary to catalyze the interest and confidence of potential investors, and the preparation of replication and investment plans for other Wilayas. This target cannot be achieved without a Project extension.

63. The feasibility study completed in March 2026 explicitly requires the consultant to incorporate a replication perspective; this will ensure the analytical framework, investment models, and business plans developed for Constantine and Kasr El Abtal pilots can be adapted and transferred to Algeria's 69 Wilayas to replicate and scale up the circular solid waste economy model. The feasibility study acts as the foundation for replication by producing technical, financial, and socio-environmental

scenarios that can serve as reference models for other regions. By aligning the pilot interventions with national priorities such as SNGID and Algeria's sustainable development commitments, the Project is intent on ensuring that replication planning is be embedded in the core design from the start. In summary, while no replication plans have yet been formally validated to date, the feasibility study, PPP re-structuring, and intersectoral coordination are all directly oriented toward replication.

64. *For Indicator 11, the MTR target of 55 persons (predominantly men) with professional technical training on the integrated solid waste management approaches and technologies from local and central institutions was achieved with 155 persons (29% women) with professional technical training on the integrated solid waste management approaches and technologies, and dedicated capacity-building sessions on digitalization of waste collection systems.* The Project delivered 5 capacity-building sessions aligned with integrated waste management approaches since February 2025 in Constantine. The training covered: (i) development and operationalization of master plans; (ii) digitalization of waste collection systems; (iii) digital monitoring of waste collection; (iv) sociological surveys related to source separation; and (v) waste MRV. The training brought together representatives from municipalities, EPICs, SOPTE, and the AND including focal points, coordinators, group leaders, and field surveyors. Participants also conducted field simulations with SOPTE's operational units, gaining practical experience in data capture and digital mapping for integrated waste management planning. This training has built the capacity of national partners to generate reliable data and evidence for the design of municipal Master Plans in Constantine and Sétif.

65. *For Indicator 12, no progress has yet been made for an upgraded factory for manufacturing mechanical and spare parts*. The mid-term target was zero. Again, with the scheduled completion of the Constantine and Kasr El Abtal pilots on 31 October 2028, there will be no time for AIMWELL to upgrade a factory for manufacturing mechanical and spare parts. The target cannot be achieved unless there is a Project extension.

Outcome 4: Lessons learned are captured and disseminated widely, and project monitoring and evaluation is carried out in order to ensure adaptive management and achievement of project objectives

66. The Outcome of "lessons learned are captured and disseminated widely" is only partially achieved with progress made on an MRV system dedicated to the waste sector in Algeria, which has been developed and is currently under validation by national partners.

67. *Indicator 13, the mid-term target was zero for the number of Enhanced Transparency Framework (ETF), including MRV for solid waste management*. However, progress has been made on an MRV (Measurement, Reporting, and Verification) system dedicated to the waste sector in Algeria which has been developed and is currently under validation by national partners (Para 68). Once validated, capacity-building sessions will be organized, accompanied by institutional support, to test the developed system over a 12-month period in the Constantine and Kasr El Abtal pilots, assuming there is a Project extension.

68. To reach the EoP target of 357,279 tCO_2 in direct reductions and 4,301,757 tCO_2 in indirect mitigation over a 15-year period by the EoP, this MRV system has been designed and operationalized for the solid waste sector in late 2025 by an international specialist in voluntary carbon markets and a national expert in carbon accounting and climate change mitigation. The system is aligned with international best practices and tailored to Algeria's national context, particularly its compatibility with the country's NDC commitments and its emerging framework for climate transparency. These experts have also been tasked with building the capacity of key institutions such as AND, the National Climate Change Agency, the MEQL, ministries involved with the Project and local authorities, and

local partners of Wilayas of Constantine and Setif (that includes Ksar El Abtal), to ensure sustainability of the system beyond the EoP. The MRV framework will also serve as a cornerstone for establishing a voluntary carbon market mechanism in Algeria, providing the technical infrastructure to certify emission reductions generated by waste diversion, composting, recycling, and energy recovery, thereby unlocking opportunities for carbon finance and private sector engagement.

69. *Indicator 14 mid-term target was zero for the number of frameworks to measure the impacts of the Project on SDGs*. With the same approach used for the MRV system, an SDG Impact Framework for the waste sector in Algeria has been developed and is currently under review by national partners. Upon approval, capacity-building and institutional support will be provided to pilot the framework over a 12-month period in the Project's pilot regions, again assuming there is a Project extension.

70. *Indicator 15 mid-term target of one knowledge product (technical documents, scientific publications, videos, webinars, etc.) on best practices and lessons learned made available to key stakeholders for replication in other wilayas, was not achieved*. Progress was initiated through the recruitment of a national expert on capitalization and knowledge management, whose mandate is to establish a continuous process of documenting lessons learned, best practices, and challenges throughout the Project's implementation. In addition, the communications agency is tasked with taking photos and shooting short videos to document the implementation of the awareness campaign which are planned for the second half of 2026.

Overall rating of objective and outcome achievements

71. Overall, the rating for objective and outcome achievements is ***moderately satisfactory***, primarily due to the current review of the feasibility studies to finalize the technology selection and benchmarking of these technologies for the recovery of HSW and poultry manure valorization, current efforts to setup a PPP, ongoing awareness raising and capacity building efforts for all stakeholders but with no time left on the AIMWELL Project for replication and investment plans and training in the operation and maintenance of waste pilots of Constantine and Kasr El Abtal. All of the objective-level targets being tracked in the GEF-8 Results Measurement Framework were zero at the MTR.

72. Despite these issues and changes in the NIM modality (Paras 22-24), the Project benefits from strong government support and alignment with the SNGID 2035, and is operationally consistent with the NPMHSW, which has helped maintain Project visibility and legitimacy. Institutional engagement has deepened, and inclusive governance structures have been established, fostering strong national ownership and buy-in. However, the lack of measurable output and the ongoing procedural issues with the ProDoc amendment have hindered progress. The Project remains on track in terms of strategic alignment and foundational activities, but significant acceleration is required in the coming year to meet its development objectives.

3.3.1. Remaining Barriers to Achieving Project Objective

73. The remaining barrier to the AIMWELL Project is the time remaining to complete its objective and all of its outcomes. With the remaining time to the EoP of 31 October 2028, the Project is at high risk of not completing Outcomes 2, 3 and 4 without a Project extension. To understand the remaining implementation schedule, the feasibility study of the technologies that were to be finalized in March 2026 reveal some outlooks on how the schedule will be implemented. The studies reveal that the Constantine pilot is the critical path towards achieving the objective and all outcomes. The reports reveal a gradual path for the development of the Constantine pilot:

- Phase I involves the gradual implementation of sorting at source along with institutional strengthening and an increase in the skills of operators. This means the priority must be to set

up a controlled mechanical-physical stabilization of the organic fraction. This should be a robust, cost-effective process with a good tolerance to variability of the incoming waste, and form the basis of an operational system capable of immediately reducing the volume of raw waste to be landfilled, while preparing the waste for valorization;

- Phase II involves development of a biomethanation process (dry or semi-dry anaerobic digestion) as the advanced biological recovery mechanism to valorize the waste by producing renewable energy while improving the environmental performance of the system.

74. As such, the Project must perform the following actions to achieve the AIMWELL Project objective and all its associated outcomes:

- Action 1: Accept the feasibility studies that finalize technology selection and benchmarking of these technologies for the recovery of HSW and poultry manure valorization in Constantine and Kasr El Abtal, respectively (by March 2026) under Outcomes 1 and 2 ;
- Action 2: Conduct a call for expressions of interest to choose private partners with experience in waste management to be included in the PPP, and preparation of a business plan (April-June 2026) under Outcome 1;
- Action 3: Launch competitive bidding for the PPP private, refinement of contractual terms of the PPP and select the PPP private partner (optimistic outlook: July-December 2026, pessimistic outlook: July 2026-February 2027) under Outcome 1;
- Action 4: Launch the process for detailed design, impact studies, permits and insurance, incorporation of private partner (optimistic outlook: January-March 2027, pessimistic outlook: March-October 2027) under Outcome 1;
- Action 5: Implement construction, performance testing, provisional acceptance of sorting facility, biomethanation plant, and chicken waste plant (optimistic: April 2027-October 2028 at the EoP date, pessimistic outlook: November 2027-April 2029 beyond the EoP date) under Outcome 1;
- Action 6: Build personnel capacities in operation and maintenance of the sorting facility and biomethanation plant in Constantine and the chicken waste facility in Kasr El Abtal (requirement for one year, which is currently scheduled beyond the EoP date) under Outcome 2;
- Action 7: Implement replication strategy (requirement of 6 months after completion of Action 6, which is also scheduled beyond the EoP date) under Outcome 3.

75. Figures 4 and 5 illustrate the optimistic and pessimistic schedules of required actions. Under the optimistic schedule (Figure 4), Action 5 (the construction, performance testing, and provisional acceptance of the sorting facility, biomethanation plant, and chicken waste plant) is implemented to the EoP date of 31 October 2028. The pessimistic schedule (Figure 5) has the completion date of Action 5 beyond the EoP date to 30 April 2029. *As such, the AIMWELL Project objective and all its associated outcomes cannot be achieved without a Project extension, as there is currently insufficient time for Action 6 (building personnel capacities in operation and maintenance) and Action 7 (implement replication strategy).*

Figure 4: AIMWELL Schedule (Optimistic)

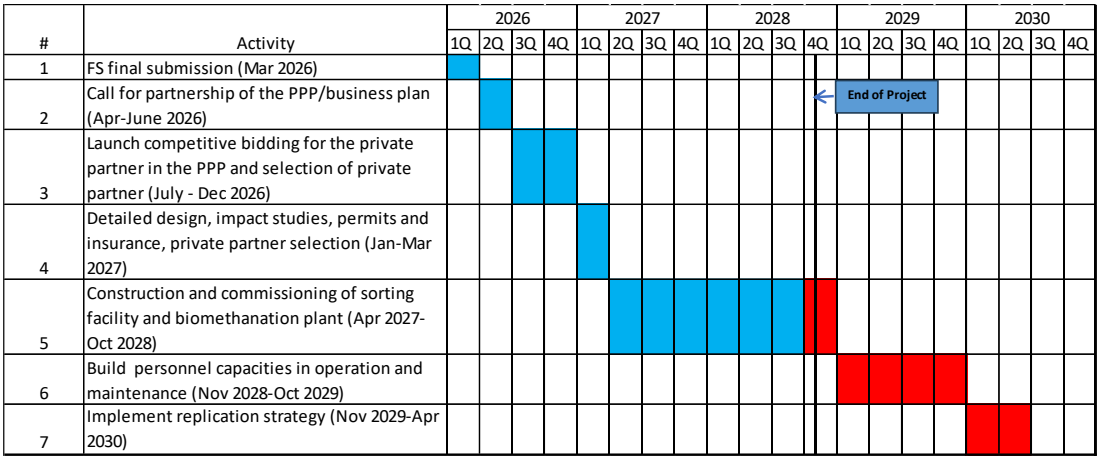
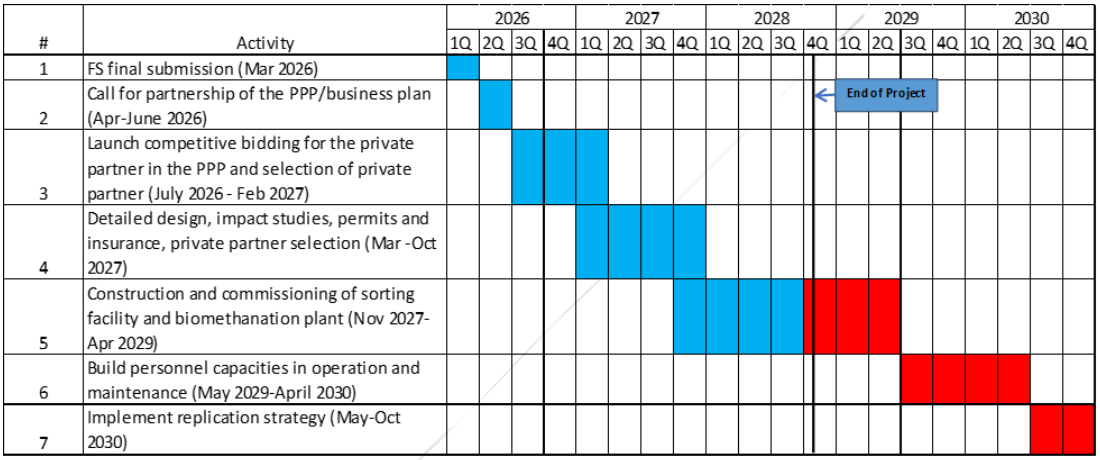


Figure 5: AIMWELL Schedule (Pessimistic)



3.3.2. Implementation of Gender Mainstreaming and Cross-Cutting Issues

76. Despite the low levels of Project activity, the PMU has made efforts to implement actions required from the Gender Action Plan (GAP). The Project has made significant progress in advancing gender equality and women's empowerment by integrating priorities systematically with its interventions. The Project's main cross-cutting issues are related to these efforts that directly contribute to enhancing the Project's environmental and resilience outcomes. This included the undertaking of data collection and analysis on gender dimensions that informed the integration of gender considerations into planning processes and stakeholder engagement mechanisms. These efforts ensured that gender was not treated as an add-on, but rather as a cross-cutting dimension influencing both design and implementation.

77. This gender-responsive approach contributed directly to strengthening environmental outcomes and community resilience. For example, community field surveys of Outcome 1 revealed that women are responsible for more than 80% of household waste sorting in Constantine. As a result, the Project positioned women as central actors in waste separation, composting, and recycling initiatives. This was an acknowledgement of the role of women in integrated waste management that placed several women in leadership roles to foster more community-based, inclusive, and effective environmental practices at the household level. Another example is Indicator 11, where professional technical

training on the integrated solid waste management approaches and technologies from local and central institutions was achieved with 155 persons. While the EoP target was 15% women for participation in training, the actual participation was 29% women, exceeding the EoP target at the MTR. Gender figures on job creation based on gender equality in the waste transformation plants in Constantine and Kasr El Abtal for Outcome 2 will not be available until the plants are completed.

78. The Project is also monitoring any incidences of gender-based violence (GBV) associated with Project activities. To date, there have been no incidents or reports of GBV. The Project continues to apply gender-sensitive safeguards to mitigate potential GBV risks and to guarantee a safe and inclusive environment for all participants, demonstrating the Project's commitment to upholding social safeguards while reinforcing the synergies between gender equality, environmental sustainability, and resilience outcomes.

79. It is noteworthy that several persons interviewed during the field mission were women in prominent positions: the NPD of the AIMWELL Project; the lead person from AND; the environmental officer for SOPTE; the head of the Environment Department of Constantine Wilaya and her two female colleagues; the lead environmental officer for the municipality of El Khroub; and the lead environmental officer for the Sétif environmental department and the municipality of Kasr El Abtal. This is a positive aspect of the Project, as Project activities at all levels included women and youth. Youth, as well as other hard-to-reach audience sectors such as children and students, have been addressed in awareness raising with CSOs with the presence of several specialized CSOs who brought a scientific dimension to these public awareness campaigns.

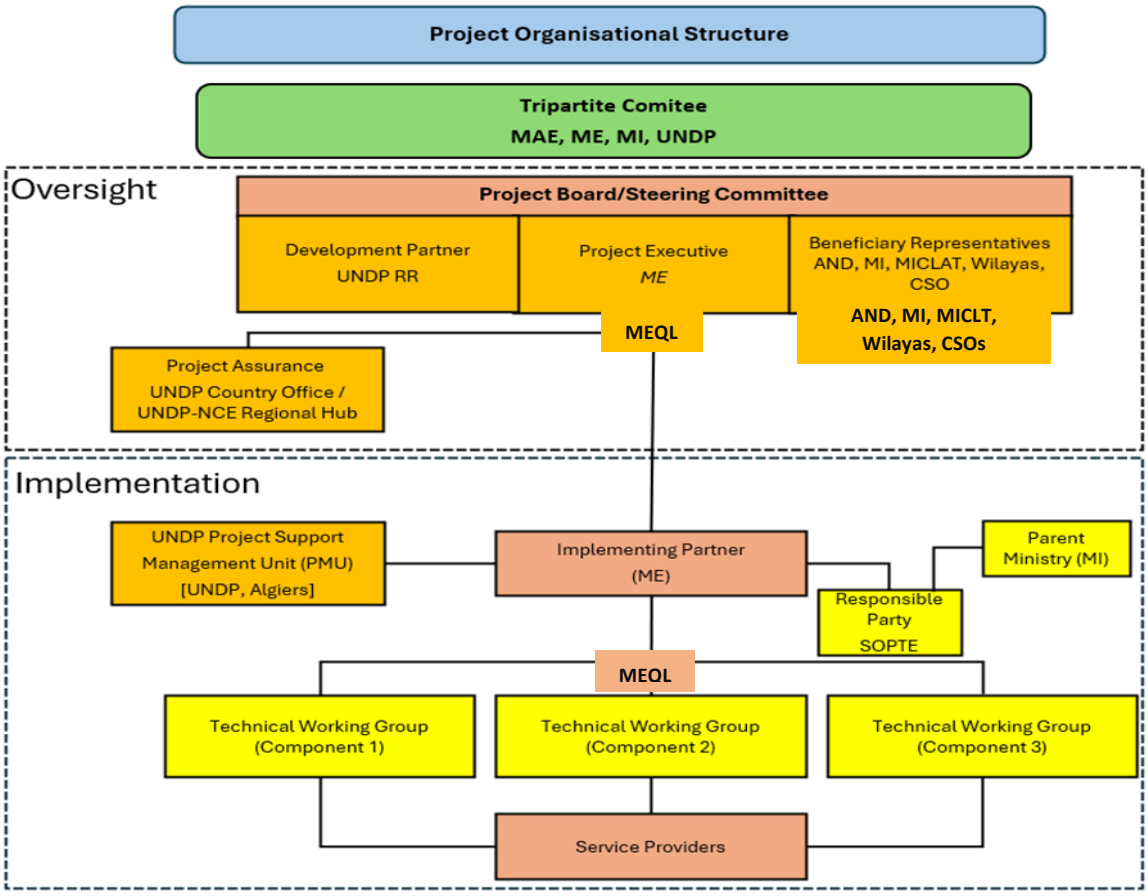
80. Regarding other cross-cutting issues, the Project did not have any actions on the "Leave No One Behind" (LNOB) agenda, which would have included those with disabilities. This raises the question as to whether there are opportunities in waste management for the disabled, even though gender has been addressed. Unfortunately, the Project does not have any data on disabled persons in Constantine or Kasr El Abtal, as most "left behind populations" are the least visible in national statistics. Any meaningful interventions for disabled persons would have to first engage in time-consuming primary data collection of disabled persons. While the Project has conducted satisfactory efforts towards gender equality, addressing the principles of LNOB is needed to improve its contribution to resilience-building of communities through integrated waste management. In particular, the capacity rebuilding of communities needs to be conducted in such a manner that gender norms and disabled persons are recognized and evaluated on a case-by-case basis for specific actions for mitigation or enhancement. These can then be aggregated together to form an overall evaluation on how effective capacities (that are gender or LNOB-sensitive) are being built. As a result, implementation of gender mainstreaming thus far is rated as ***satisfactory***, and implementation of the LNOB agenda is ***unsatisfactory***.

3.4 Project Implementation and Adaptive Management

3.4.1. Management Arrangements and Adaptive Management

81. Management arrangements for the AIMWELL Project are the newly approved Support-to-NIM, where UNDP has an oversight role as well as providing support services and operational support. Project management and implementation is the responsibility of the Implementing Partner, MEQL. The roles of UNDP and MEQL are considered adequate and is covered under Paras 21-24 and illustrated in Figure 6. The GEF OFP is considered to be an institutional member of the NSC, together with the UNDP CO RR. The NSC is the main decision-making body of the AIMWELL Project at the national level, and provides overall oversight, guidance, and direction to the Project.

Figure 6: Management arrangements for the UNDP-GEF Project "*Algeria Integrated Management of Waste Energy at the Local Level" (AIMWELL Project)*



82. Adaptive management by the PMU of the AIMWELL Project implementation has been timely and transparent, mainly consisting of:

- the decision by the GoA in early 2025 to dissolve the Canadian partnership (originally defined in the ProDoc) in favour of an adaptive management decision to transparently determine the most appropriate technology for the valorization of household and poultry waste. This necessitated the need for a feasibility study, which was not part of the original Project design;
- adapting to a new Project modality from "NIM" to "Support-to-NIM" as provided in a May 2024 LoA between UNDP and GoA, as detailed in Para 22. The LoA was basically a request from MEQL for UNDP to provide full support services so as not to delay the implementation of some Project activities. UNDP's request to GEF for a major amendment to this arrangement was approved in February 2026. However, adaptive management was required to deal with Project delays directly related to budget execution, procurement, and recruitment (Para 24);
- adjusting to a new Project implementation schedule based on:
    - a December 2024 call for proposals to conduct feasibility studies to assess the most suitable technologies for household and poultry waste valorization, produce a business plan, and inform site design for the pilots in Constantine and Kasr El Abtal;
    - the feasibility studies being launched in July 2025;

- the PMU having to adjust the entire Project implementation schedule based on:
  - completion of the feasibility studies in March 2026;
  - realization of a possibility of not being able to complete the Project objective and outcomes within the timeframe of the Project (with an EoP date of 31 October 2028); and
  - this MTR report which will assess the need for a Project extension.

Overall, the implementation approach and adaptive management of the AIMWELL Project are rated as ***satisfactory*** considering the major changes in implementation modality, and the need to assess whether or not a Project extension is required.

3.4.2. Work Planning

83. Shortly after the 27 May 2024 Tripartite meeting, when a new "NIM with Project support services" was announced and the 28 May 2024 Inception Workshop, a 4 July 2024 NSC meeting was held to discuss refreshed roles and responsibilities of all AIMWELL participants including all government agencies, the responsible party of SOPTE, and UNDP. The structure, functionality, Terms of Reference (ToRs), and technical deliverables of the Technical Working Groups (TWGs) were also mentioned at the 4 July NSC meeting. A 5-year work plan was proposed during this meeting, from supporting waste separation efforts at the household through an education and awareness campaign, to the design, implementation, and operation of an organic waste processing plant for the production of fertilizers and renewable energy. The result of this was a 2024 budget plan for AIMWELL that included the important cost of the feasibility (techno-economic) study of the waste facilities. Work planning of the AIMWELL Project was results-based with the use of the PRF to manage the revisions to the work plan.

84. Since July 2025, weekly workplan reviews for deliverables tracking and quarterly risk register updates had strengthened PMU coordination mechanisms (especially between field coordinators and technical consultants), improving internal accountability and implementation oversight, prioritization of delayed activities, streamlined procurement, and enhanced stakeholder engagement. The 15 January 2026 NSC meeting minutes outlined the work plans and provisional budgets for 2026 based on the actions to achieve AIMWELL's objective and outcomes as listed in Para 73. This included the important development work of establishing the PPP. The Project should consider recruiting an External Capacity to support the Project Manager with technical leadership, to serve as a sounding board for the important work of establishing the PPP, and provide strategic direction and ensure coherence across all outcomes and outputs. As such, work planning for the AIMWELL Project appears to be detailed and appropriate, and is rated as ***satisfactory***.

3.4.3. Finance and Co-Finance

85. After 28 months of Project disbursements, US$754,000, or 17% of the AIMWELL Project grant of US$4.416 million, has been expended as of 31 December 2025. The expenditure of the GEF AIMWELL Project budget up to 31 December 2025 can be characterized as follows:

- 44% of the funds have been expended on Outcome 1, which included:
  - the training of a specialized sociological firm engaged to design and supervise a household behavioral study;
  - preparation of 2 municipal Master Plans for the Wilayats of Constantine and Sétif;

- 28% of the funds were spent on Outcome 2, mainly on the feasibility study for the technology for the valorization of HSW and poultry waste;
- 9% of the funds were expended on Project management.
- in terms of QUANTUM codes, most of the funds went to 71400 (Contractual Services - individuals), 72100 (Contractual Services - companies) followed by 71200 (International Consultants), 71600 (Travel), and 75700 (Training, Workshops and Conference). The budget for the recruitment of KOCKS, the feasibility study company, was US$266,000 charged under Outcomes 1 and 2.

86. With no significant variances forecast yet for planned expenditures across the different components, M&E, and project management, the cost effectiveness of the use of the AIMWELL Project budget to date has been ***satisfactory*** considering the changes made to the Project design involving a feasibility study instead of a sole-sourced technology provider. Disbursement of GEF resources of the AIMWELL Project is provided in Table 3. Disbursement of the AIMWELL Project GEF resources to 31 December 2025, according to QUANTUM codes, is provided in Table 4.

87. Co-financing commitments for the AIMWELL Project were US$6.278 million against a target of US$20.250 million. Co-financing has been ***moderately satisfactory*** considering that most of the co-financing coming was coming from MEQL as in-kind contributions, specifically 15 hectares in Kasr El Abtal and 10 hectares in Constantine, with the valuation provided by the PMU based on the Algerian real estate price reference framework[15], and that there has not been much Project activity. The remaining co-financing will be realized with SOPTE and the implementation of Actions 2, 3, and 4. Co-financing details are summarized on Table 5, with detailed co-financing of the Project provided on Table 6.

3.4.4. Project Level Monitoring and Evaluation Systems

88. The AIMWELL Project's M&E plan (designed according to UNDP-GEF requirements) was sufficiently resourced during project preparation and implementation. The UNDP Country Office was deemed responsible for M&E resources being allocated effectively to ensure full compliance with all UNDP project M&E requirements, including Project monitoring, UNDP quality assurance requirements, quarterly risk management, and evaluation requirements.

89. The MTR Team's evidence of monitoring and evaluation by the CO has been the NSC meeting minutes and the 2025 PIR. A 2024 PIR was not produced since the Project effectively commenced operations after 24 May 2024. The 2025 PIR detailed progress on all PRF indicators, implementation, gender, stakeholder engagement, finance and co-financing, and knowledge management up to 30 June 2025. There were also proposed results-based action plans to be implemented by responsible parties. All minor amendments to the PIR as well as the ProDoc and CEO ER were endorsed by the NSC to ensure transparency and compliance with GEF and UNDP governance standards. There is also evidence that monthly implementation updates and risk assessments were conducted to inform partners of progress, flag delays early, and support adaptive management.

[15] https://www.mfdgi.gov.dz/fr/services-num/autres-services-numeriques/referentiel-des-prix-de-limmobilier

Table 3: GEF Project Budget and Expenditures for the AIMWELL Project (in USD as of 31 December 2025)

Outcome	Budget (from ProDoc)	2023[28]	2024	2025[29]	Total Disbursed	Total remaining
Outcome 1: Progressive upstream sorting by households of fermentable (organic fraction) and dry waste (inorganic fraction) with separate collection, and communal sorting planned and established in Constantine and Sétif municipalities, so as to reduce the volume of landfilled waste	1,704,640	0	10,774	319,148	329,921	1,374,719
Outcome 2: Managing value creation resulting from the conversion of the organic fraction of household solid waste and poultry waste into fertilizer and renewable energy, and the management of the recycling of the inorganic fraction of solid waste is planned and operational	2,016,015	0	36,042	177,768	213,810	1,802,205
Outcome 3: Replicability of the municipal waste management model	161,088	0	19,217	15,051	34,268	126,820
Outcome 4: Lessons learned are captured and disseminated widely, and project monitoring and evaluation is carried out in order to ensure adaptive management and achievement of project objectives	324,467	0	8	67,892	67,899	256,568
Project Management	210,000	0	52,254	55,809	108,063	101,937
Total (Actual)	4,416,210	0	118,294	635,667	753,961	3,662,249
Total (Cumulative Actual)		0	118,294	753,961		
Annual Planned Disbursement (from ProDoc)	3,880,677	0	825,215	2,349,123		
% Expended of Planned Disbursement		**0%**	**14%**	**27%**		

[28] From 31 October 2023
[29] Up to 31 December 2026

Table 4: GEF Project Expenditures for Algeria's AIMWELL Project against QUANTUM codes (in USD as of 31 December 2025)

QUANTUM Code	Expenditure Description	US$
71200	International Consultants	98,854
71300	Local Consultants	40,520
71400	Contractual Services - Individual	208,398
71600	Travel	82,273
71800	Contractual Services-Individual Implementing Partner	0
72100	Contractual Services-Companies	189,854
72200	Equipment and Furniture	0
72500	Stationery & other Office Supp	6,075
72400	Communications and Audio Visual Equipment	0
72600	Micro Capital Grants - Credit	0
72700	Hospitality/Catering	0
72800	Information Technology Equipment	14,616
73100	Rental & Maintenance-Premises	0
73300	Rental & Maint of Info Tech Eq	0
73400	Rental and maintenance of other office equipment	0
74100	Professional Services	0
74200	Audio Visual & Print Prod Costs	42,828
74500	Miscellaneous Expenses	0
75700	Training, Workshops and Conference	70,229
76100	Realized loss/gain	353
	Total:	**754,000**

Table 5: Actual Co-Financing for AIMWELL Project (as of 31 December 2025)

Co-financing (type/source)	UNDP own financing (million USD)		Government (million USD)		Partner Agency (million USD)		Private Sector (million USD)		Total (million USD)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants [30]	0.250	0.035	10.000	0.000					10.250	0.035
Loans/Concessions									0.000	0.000
• In-kind support			10.000	6.242					10.000	6.242
• Other									0.000	0.000
Totals	0.250	0.035	20.000	6.242	0.000	0.000	0.000	0.000	20.250	6.277

[30] Includes all cash contributions

Table 6: Details of Co-Financing

Classification	Name of Co-financier (source)	Type	Financing Committed	Actuals	% of financing committed
Partner agency	UNDP	In-kind			
Partner agency	UNDP	Cash	250,000	35,403	1.6
Government	Ministry of Environment and Quality of Life	In-kind	10,000,000	6,242,495	62.4
Government	SOPTE	Cash	10,000,000	0	0
		Totals:	**20,250,000**	**6,277,898**	

90. Monitoring observations were also documented in the NSC meeting minutes that reported on:

- the setup of the process for selection of technology and a private partner in a transparent manner, in line with the principles of GEF and UNDP (Tripartite May 2024 and NSC July 2024);
- the decision of the NSC to permit UNDP to take charge of the entire procurement process of the AIMWELL Project to avoid any blockage in implementation services, in part due to SOPTE difficulties in implementation (Tripartite October and NSC December 2025);
- agreement to launch the MTR process (NSC December 2025);
- activities of 2025, action plan and timeline of deliverables for 2026, priorities for 2026 (including PPP process, acquisition of laboratory equipment, transfer of the laboratory to the ONEDD, and the overall AIMWELL GEF budget (NSC January 2026).

91. Overall, the M&E systems of the AIMWELL Project are rated as ***satisfactory*** considering detailed reporting of the 2025 PIR and the NSC meeting minutes, much of which was used and verified as information into this MTR report.

3.4.5. Stakeholder Participation

92. Stakeholder engagements by the AIMWELL Project have been guided by the approved Stakeholder Engagement Plan that aligns with the Project's broader implementation strategy. This has been implemented by the Project including the establishment of dialogue and collaboration with:

- AND (under MEQL) concerning overall raising of public awareness of integrated waste management and valorization of waste, and provision of assistance to local authorities in integrated waste management in accordance with Ministry guidelines;
- SOPTE (a subsidiary of Divindus under MI), most importantly concerning the PPP arrangements and the construction of the sorting facility and biomethanation plant in Constantine, and the chicken waste facility in Kasr EL Abtal;
- MADRP with regards to quality and sale of fertilizer from chicken waste from Kasr El Abtal facility;
- MERE on the sale of renewable electricity from the biomethanation plant;
- Wilayas of Constantine and Sétif under MICLT (including municipal administrations and community representatives of El Khroub of Constantine and Kasr El Abtal of Sétif), all of whom had conducted a series of awareness campaigns and structured field consultations to secure feedback from affected and interested citizens, foster an environment of local ownership, and validate planned activities. This was based on detailed documentation of the stakeholder

engagement process, offering detailed insights into acceptance levels, behavioral patterns, and institutional alignment;

- public waste collection entities (EPICs): EPIC PROPCO and EPIC PROPREC of Constantine, and EPIC EGUVAM and EPIC EPCA of El Khroub who were engaged in the collection of waste as well as raising public awareness of the sorting aspects of integrated waste management;
- NGOs who were engaged in dialogues with residents of Constantine and Sétif wilayas to raise awareness of the benefits of integrated waste management.

93. While progress in stakeholder engagement has been satisfactory, delays were encountered in the launch of feasibility study tenders by SOPTE, primarily due to the technical complexity of the detailed specifications, the limited market knowledge of innovative waste management solutions, and slow responses to these specifications. The effectiveness of the MEQL and SOPTE partnerships has been leveraged to help mitigate these delays and strengthened community support that allowed for more effective integration of social and gender considerations into the feasibility design and planning of the waste facilities. In addition, public awareness campaigns have raised the level of community participation that should contribute positively to buy-in of and stakeholder ownership on integrated waste management efforts by the Project, contributing to long-term sustainability. In conclusion, the Project is laying important foundations for meaningful and inclusive stakeholder engagement, successfully building trust, ownership, and institutional coordination in the early stages of implementation. Moving forward, the Project's ability to sustain stakeholder confidence and legitimacy will depend on its capacity to strengthen safeguards and grievance mechanisms, and demonstrate responsiveness to community concerns alongside technical progress. Thus far, stakeholder participation is rated as ***satisfactory***.

3.4.6. Reporting

94. Reporting is detailed in Paras 88-90 with one PIR from 2025 and meeting minutes from 4 NSC meetings. The PIR documents as well as the 4 PSC meeting minutes fully illustrate how Project management actions have been adaptive to the ongoing events of the Project and integrated into Project implementation. The PIR most importantly addressed its management actions against the targets and indicators of the PRF. The PSC meeting minutes also documented in detail the budgetary aspects of the Project, concerns over how funds were expended, and upcoming work plans for the following years. The PIR and meeting minutes were shared with the PSC and stakeholders on the adaptive management of the Project. There were also two deliverables of the feasibility study provided to the MTR Team:

- Draft benchmarking report, comparative analysis of technologies and technical and economic study of the project for the recovery of organic materials in the municipalities of Constantine ACL; El Khroub and the new city of Ali Menjeli (Wilaya of Constantine); and
- Draft benchmarking report; Comparative analysis of technology and technical and economic study of the manure treatment project in the municipality of Ksar El Abtal (Wilaya of Setif).

Each report detailed the preferred technologies and processes for Constantine and Ksar El Abtal. These studies are currently under review by an Intersectoral Scientific and Technical Committee.

95. Overall, reporting has been rated as ***satisfactory*** notwithstanding that there were few reports covering the implementation period of 31 October 2023 to the present.

3.4.7. Communications

96. Para 92 (5th and 6th bullets) mention the wilayas and EPICs that are involved with raising awareness of residents of Constantine and Sétif (particularly Kasr El Abtal). The PMU has implemented its KM and communication strategy, with particular emphasis on laying the groundwork for systematic learning and dissemination for these communities. Comprehensive baseline data was collected through field surveys in Constantine and El Khroub that shaped the refinement of participatory models, identifying where institutional support is strongest and where resistance may emerge.

97. Public visibility of the Project's milestones was ensured through coverage in national and regional media outlets, including APS, El Moudjahid, and Horizons, all of which reported on the official launch workshop and subsequent activities such as the development of municipal waste management master plans (Indicator 5). Professional outreach was strengthened through a series of LinkedIn articles authored by Nassima Benzitouni of UNDP Algeria, which presented the Project's objectives and early achievements to a wider technical and professional audience. These communication efforts helped to raise awareness of waste-to-circular economy approaches and began to build national recognition of the Project's pilot interventions.

98. The communications process has already highlighted that data from field surveys show women are responsible for more than 80% of household waste sorting, a finding that has had a direct impact on the design of community engagement models resulting in women as key actors (Paras 76-77). Similarly, lessons drawn from stakeholder concerns and governance bottlenecks, particularly those associated with SOPTE, have informed revisions to the sequencing of activities and strengthened risk mitigation measures. These communications not only serve as learning, but influences the manner in which the Project is being implemented.

99. A standalone knowledge sharing platform has not been launched. Thus far, knowledge management has been largely internal or limited to awareness-raising through media, with cross-institutional dissemination yet to be realized. The Project intends to move forward with structured dissemination once physical infrastructure becomes operational, which is anticipated in 2026. At that stage, the documentation of economic, social, and technical lessons will be shared more broadly with institutional partners and the public. These are expected to become central mechanisms for supporting the replication and scale-up objectives of Component 3.

100. In conclusion, the Project's efforts on KM and communication is laying a robust foundation by embedding evidence-based learning within safeguards, rigorously documenting stakeholder engagement, and ensuring early visibility through media and professional channels. Importantly, internal learning loops are already influencing operational choices, particularly in relation to gender-responsive engagement and risk management. At the same time, the absence of a formal KM platform and the limited cross-institutional dissemination remain critical gaps that need to be addressed. Accelerating the development of structured KM tools and expanding the scope of dissemination will be essential for the Project to fully achieve its scale-up and replication objectives of Component 3. As a result, communication has been rated as **satisfactory**

3.5 Relevance, Coherence, Effectiveness and Efficiency

101. The Project is ***relevant*** to:

- NPMHSW which is an extension of Law No. 01-19, a starting point and the framework of a new policy on HSW management (Para 15);
- SNGID 2035, the overarching national strategy to 2035 covering all waste streams (Para 18);

- Algeria's 2010 Second National Communication to the UNFCCC that included activities of strengthening national capacities to track GHG emissions and focusing on waste management;
- UNDAF: Outcome 1: By 2021 the productive sectors implement growth strategies to enhance economic diversification and strengthen the capacity for economic integration and job creation**;** and
- Algeria's CPD 2023-2027: Cooperation Framework Outcome involving UNDP #4: The population benefits from the implementation of policies adopted by the Algerian Government in accordance with the constitutional right to a healthy environment, conform with the energy transition objectives, and in alignment with the multilateral environmental treaties relating, among others, to the fight against climate change, the preservation of biological diversity, the management of disaster risks, the fight against desertification and land degradation.

102. The Project is ***externally coherent*** to NPMHSW and to SNGID 2035. The additionality of the AIMWELL Project is the technical assistance and pilot investments required to strengthen existing sustainable and integrated waste management policies of SNGID 2035 and NPMHSW. There is no internal coherence (no relevant initiatives and other interventions carried out by UNDP that the AIMWELL Project could coordinate with, as mentioned in Para 31).

103. The effectiveness of the AIMWELL Project has been ***satisfactory*** in consideration of the efforts to adjust the Project to an effort with feasibility studies to finalize the technology selection for the recovery of HSW and poultry manure valorization, to set up a PPP, and conduct awareness raising and capacity building efforts for all stakeholders. However, the adjustment has resulted in no time left on the AIMWELL Project for training in the operation and maintenance of waste pilots of Constantine and Kasr El Abtal and for replication and investment plans (Paras 73-75); this was deemed necessary. Notwithstanding, institutional engagement has deepened, and inclusive governance structures have been established, fostering strong national ownership and buy-in of the Project by all stakeholders; this has had the effect on increasing effectiveness and progress towards results.

104. The efficiency of the Project has been ***moderately satisfactory*** in consideration of the delays in constructing the pilots in Constantine and Kasr El Abtal and the change in implementation modality from full NIM to NIM with Project support services. GEF fund expenditure has been efficient in that major expenditures have been on training a specialized sociological firm, a feasibility study and the preparation of 2 municipal Master Plans for the Wilayats of Constantine and Sétif (Outcomes 1 and 2), and the operationalization of a dedicated MRV system for the solid waste sector and the feasibility study by KOCKS Engineers (Outcome 4).

3.6 Sustainability

105. In assessing the sustainability of the AIMWELL Project, the mid-term reviewers asked, "how likely will the Project outcomes be sustained beyond Project termination"? UNDP-supported GEF-financed projects are intended to be environmentally as well as institutionally, financially, politically, culturally, and socially sustainable. Assessing the sustainability of the AIMWELL Project has proven to be a complex undertaking as can be noted under Paras 106-110. Sustainability of these dimensions was rated using a simple ranking scheme:

- *4 = Likely (L):* negligible risks to sustainability;

- *3 = Moderately Likely (ML):* moderate risks to sustainability;
- *2 = Moderately Unlikely (MU):* significant risks to sustainability; and
- *1 = Unlikely (U):* severe risks to sustainability; and
- *U/A = unable to assess*.

106. Financial risks to sustainability: Financial risks to the sustainability of the AIMWELL Project appear to be low. The likelihood of financial and economic resources not being available once the GEF assistance ends is a bit difficult to forecast at this point in time. However, the most important aspect of the financial risks of the Project is the sustainability of the PPP. There are 2 aspects to the PPP:

    - *SOPTE does not find the venture profitable*. Though this risk is moderate, MEQL and the PMU said there were several public substitutes for SOPTE which would keep the PPP intact. This lowers the financial risks to sustainability;
    - *The private partner does not find the venture profitable*. The risk is low considering the private partner, likely a foreign entity with a local company, can enter the PPP as a technology supplier and an operator where tipping fees are set at DZL 6,000 per tonne (US$46/tonne) in addition to feed-in tariffs (under study at this time under a regime with low electricity tariffs) and revenue from recycled plastics and fertilizers. These are decent revenue streams for profitability.

    The financial risks to sustainability are low, which supports the conclusion that the financial sustainability of the Project is rated as 4 (Likely).

107. Socioeconomic risks to sustainability: Socio-economic risks to the sustainability of the AIMWELL Project also appear to be low:

    - There are environmental heads of municipalities who are strongly supportive of integrated waste management and valorization of waste streams. These environmental heads have environmental staff at the neighbourhood levels who are providing robust support for disseminating the concepts of integrated waste management to local residents of Constantine and Sétif;
    - Almost all women in the sociological surveys related to source separation (80% of survey respondents) were strongly supportive of integrated waste management and the valorization of waste streams. Moreover, there is a strong sense of community engagement, spirit, and volunteerism through religious and cultural norms that pervades these communities and in general, Algerian society;
    - EPIC staff were also very supportive of the idea of integrated waste management stating that their jobs would be easier if the waste was sorted.

    The socioeconomic risks to sustainability are low, which supports the conclusion that the financial sustainability of the Project is rated as 4 (Likely).

108. Institutional framework and governance risks: Institutional framework and governance risks to the sustainability of the AIMWELL Project also appear to be low:

    - AND under MEQL are very supportive of the Project with its linkages to SNGID 205, assisting with public awareness on integrated waste management and valorization of waste, and provision of assistance to local authorities with Ministry guidelines on integrated waste management;
    - SOPTE under MI is intent on finalizing the PPP arrangements that will allow for the construction of the sorting facility and biomethanation plant in Constantine, and the chicken waste facility in Kasr EL Abtal;

- MADRP is supportive of a high quality of fertilizer from chicken waste;
- The Wilayas of Constantine and Sétif under MICLT are very supportive of the Project and integrated waste management and the valorization of waste through awareness campaigns and field consultations to secure feedback from affected and interested citizens, and foster local ownership of these efforts.

The institutional framework and governance risks to sustainability are low, which supports the conclusion that the financial sustainability of the Project is rated as 4 (Likely).

109. Environmental risks to sustainability: All AIMWELL Project activities are related to improved waste management, improved health and sanitary conditions, and mitigating climate change. Risks related to climate change (i.e. increased frequency and severity of floods and droughts) is expected to be low though there is no certainty of how often this may occur. As a result, the rating of environmental risks to sustainability is rated as 4.

110. Staying with the GEF rules where the lowest sustainability rating governs, overall sustainability of the AIMWELL Project is ***likely.***

4. MAIN FINDINGS, CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

4.1 Main Findings

111. The AIMWELL Project is progressing at a slow pace, with the main findings summarized as follows:

- There was a 7-month delay from 31 October 2023 to 28 May 2024 to get the Project started. A part of this delay was caused by the GoA's decision to dissolve the Canadian partnership that was originally defined in the ProDoc, in favour of a transparent process to determine the most appropriate technology for the valorization of household and poultry waste. This necessitated the need for a feasibility study, which was not part of the original Project design (Para 0);
- Awareness raising campaigns and sociological surveys completed for residents of Constantine and Sétif (Kasr El Abtal) in October 2025 (Para 50);
- Completion of two municipal Master Plans for integrated solid waste management in Constantine and Sétif (Kasr El Abtal) in November 2025 (Para 51);
- Completion in December 2025 of a technical and economic feasibility study to finalize the technology selection and benchmarking of technologies for the recovery of HSW and poultry manure valorization in Constantine and Kasr El Abtal respectively. The feasibilities studies are currently under review by an Intersectoral Scientific and Technical Committee to support decision-making and technical validation of feasibility outcomes;
- Recruitment of a PPP consultant is expected to be completed in April 2026 who will be working with KOCKS Engineers, the feasibility study consultants, to prepare documents for the call for interest for a private sector entity to join with a PPP with business arrangements under a PPP between SOPTE and a private sector firm specializing in waste management (Para 52);
- GEF Secretariat approval for the AIMWELL Project's NIM with Project support in February 2026;
- In addition to the 10 risks in the QUANTUM Risk Register, there were 6 risks identified in the SESP, all of which appear logical for the AIMWELL Project. SESP risks were addressed through a description of assessment and management measures as reflected in the Project design.

Table 6 summarizes findings in this MTR.

Table 6: MTR Ratings & Achievement Summary Table for AIMWELL Project in Algeria

Measure	MTR Rating[31]	Achievement Description
Project Formulation	Design and PRF **Rating: 5**	The Project strategy appears to be sound, consisting of reducing the volume of waste at source, value addition through valorization of the organic fraction of waste and reducing the amount of waste landfilled at pilot sites, and replicating the Project at regional and national levels

[31] Evaluation rating indices (except sustainability – see Para 70): 6=*Highly Satisfactory (HS)*: The project has no shortcomings in the achievement of its objectives; 5=*Satisfactory (S)*: The project has minor shortcomings in the achievement of its objectives; 4=*Moderately Satisfactory (MS)*: The project has moderate shortcomings in the achievement of its objectives; 3=*Moderately Unsatisfactory (MU):* The project has significant shortcomings in the achievement of its objectives; 2=*Unsatisfactory (U)* The project has major shortcomings in the achievement of its objectives; 1=*Highly Unsatisfactory (HU):* The project has severe shortcomings in the achievement of its objectives.

Measure	MTR Rating[31]	Achievement Description
		based on lessons learned from the pilot sites (Paras 28-31). The PRF contains numerical values for the baseline, mid-term targets and EoP targets, all of which makes it easy to monitor progress (Para 40).
	Stakeholder Participation **Rating: 5**	Stakeholder engagements by the Project have been guided by the approved Stakeholder Engagement Plan and aligned with the Project's broader implementation strategy (Para 92).
Progress Towards Results	Objective Achievement **Rating: 4**	Though the mid-term target of 500,000 direct Project beneficiaries has not been achieved, approximately 800,000 people have been informed that their household waste will be collected, sorted, treated, and transformed into value-added products under the Project. Furthermore, targets for indirect Project beneficiaries and (direct) GHG emissions have not been reached. These targets cannot be reached without a Project extension (Paras 43-47).
	Outcome 1 Achievement **Rating: 4**	With 700 households currently sensitized on integrated management of household waste, a specialized sociological firm and a professional communication agency were engaged in May 2025 to design and supervise household behavioral study on data collection tools, methodology, and citizen engagement techniques, and to develop a comprehensive awareness and communication strategy for Constantine and Kasr El Abtal on reducing household waste generation and promoting selective sorting at source. With this background, 2 municipal Master Plans for the Wilayats of Constantine and Sétif were completed in December 2025 for integrated solid waste management. However, targets for the securing of poultry waste at Kasr El Abtal and capital expenditure of US$4.5 million for the centralized waste sorting and biomethanation plant in Constantine had not yet been achieved (Paras 49-54).
	Outcome 2 Achievement **Rating: 3**	The Project has not achieved its mid-term target quantities of valorized products from waste for each wilaya due to the sorting plant, biomethanation plant and chicken waste facility not having been constructed (Paras 55-60).
	Outcome 3 Achievement **Rating: 4**	The Project has not achieved its mid-term target of 2 Wilayas with replication and investment plans for scaling up Project results as there is not yet any infrastructure constructed in Constantine and Kasr El Abtal (Paras 61-65).
	Outcome 4 Achievement **Rating: 4**	The Project has achieved progress on an MRV system dedicated to the waste sector in Algeria which has been developed and is currently under validation by national partners (Paras 66-70).
Project Implementation & Adaptive Management	Implementation Approach **Rating: 5**	Adaptive management by the PMU of the AIMWELL Project implementation involved: • adapting to a new Project modality from "full NIM" to "full NIM with Project support" as provided in a May 2024 LoA between UNDP and GoA with GEF approval for a major amendment to this arrangement approved in February 2026; • adjustments made to a new Project implementation schedule that involved feasibility studies completed in December 2025 to assess the most suitable technologies for household and poultry waste valorization, produce a business plan, and inform site design for the pilots in Constantine and Kasr El Abtal;

Measure	MTR Rating[31]	Achievement Description
		• realization of not being able to complete the Project objective and outcomes within the timeframe of the Project (Paras 81-82).
	Monitoring and Evaluation **Rating: 5**	Evidence of the monitoring and evaluation of AIMWELL has been in the form of: • the 2025 PIR; • the NSC meeting minutes. These reports provided detailed progress of all PRF indicators, implementation as well as gender, stakeholder engagement, finance and co-financing, and knowledge management (Paras 88-90).
	Stakeholder Participation **Rating: 5**	The Stakeholder Engagement Plan has been implemented by the Project with all key government and NGO stakeholders, ensuring meaningful and inclusive stakeholder engagement, building trust, ownership, and institutional coordination in the early stages of implementation. The Project's ability to sustain stakeholder confidence and legitimacy will depend on its capacity to strengthen safeguards and grievance mechanisms, and demonstrate responsiveness to community concerns alongside technical progress (Para 92-93).
Sustainability	Sustainability Rating: **Likely**	Sustainability indicators had low risks: • Financial risks to the sustainability appear to be low. The most important aspect of financial risks of the Project is the sustainability of the PPP where in case SOPTE dropped out, there would several public substitutes to keep the PPP intact. High tipping fees plus feed-in tariffs (under study at this time), and revenue from recycled plastics and fertilizers are decent revenue streams for the PPP (Para 106); • Socio-economic risks to the sustainability appears to be low with strong support for integrated waste management from environmental heads of the municipalities, and a strong sense of community engagement, spirit, and volunteerism pervades these communities and in general, Algerian society (Para 107); • Institutional framework and governance risks to sustainability appear to be low. All GoA agencies and subsidiaries are highly supportive of the Project (Para 108); • Environmental risks to sustainability appear low. All Project activities are related to improved waste management, improved health and sanitary conditions, and mitigating climate change (Para 109).
Overall Project Achievement and impact	**Rating: 4**	With the Project delays and the feasibility study pending, there have been few achievements on the AIMWELL Project thus far. Notwithstanding the completion of a sociological baseline survey of Constantine and Sétif residents, 2 municipal Master Plans for the Wilayats of Constantine and Sétif, and an MRV system for the waste sector in Algeria that is currently under validation by national partners, there is little impact of the AIMWELL Project thus far. Despite these issues and changes in the NIM, the Project benefits from strong government support and alignment with the SNGID 2035. The Project remains on track in terms of strategic alignment and foundational activities with significant acceleration required in the coming years to meet its development objectives (Paras 71-72).

4.2 Conclusions

112. The MTR Team's impressions of the AIMWELL Project are that the GoA is treating this Project as a valuable technical assistance tool. The country recognizes that landfill sites are becoming scarcer, and with increasing populations in urban centers, there is a growing issue of waste disposal and poor sanitation. With the waste sector being responsible for 10% of Algeria's GHG emissions, GoA, through MEQL are proactively seeking alternative means of waste management and evolving into a circular economy.

113. The AIMWELL Project, however, with its intentions to "promote an integrated and comprehensive solid waste management by fostering technology deployment, dissemination, and transfer in collaboration with private sector" cannot achieve this objective and associated outcomes of implementing a replication strategy within the remaining time frame of 31 October 2028:

- The process of developing a PPP cannot be rushed as it is an extremely important development to the Project (Para 52); and
- If the assumption is made that the Constantine pilots are the critical path of the AIMWELL Project implementation, then Action 5 (construction and commissioning of the sorting facility and the biomethanation plant in Constantine) has a good probability of being completed around the EoP date of the Project of 31 October 2028. This leaves Action 6 (building personnel capacities in operation and maintenance) and Action 7 (implement replication strategy) to be completed outside the Project timeline. A Project extension is certainly required to achieve the intended objective and outcomes of implementing Actions 6 and 7 (Paras 73-75).

114. The Project does have time to conduct other activities that are not on the critical path. This includes procurement of laboratory equipment to carry out analysis and research to optimize the waste transformation process and fertilizers generated by the chicken waste plant (Para 57) and two electric vehicles for municipal waste collection (Para 54). However, it must also collect primary data of the number of disabled persons in Constantine and Kasr El Abtal to assess the significance of this population segment to job opportunities in waste management (Para 80).

115. Despite the Project's lack of progress, the Project has made significant progress in cross-cutting issues, namely advancing gender equality and women's empowerment related to efforts that directly contribute to enhancing the Project's environmental and resilience outcomes such as:

- undertaking of data collection and analysis on gender dimensions that informed the integration of gender considerations into planning processes and stakeholder engagement mechanisms;
- gender not being treated as an add-on, but rather as a cross-cutting dimension influencing both design and implementation;
- gender-responsive approach contributing directly to strengthening environmental outcomes and community resilience, positioning women as central actors in waste separation, composting, and recycling initiatives;
- several women have undertaken leadership roles to foster more community-based, inclusive, and effective environmental practices at the household level.

Gender figures on job creation based on gender equality in the waste transformation plants in Constantine and Kasr El Abtal for Outcome 2 will not be available until the plants are completed (Paras 76-77 and 79).

116. On another cross-cutting issue, there were no activities on the LNOB agenda which would have included those with disabilities. Unfortunately, the Project does not have any data on disabled persons in Constantine or Kasr El Abtal as most "left behind populations" are the least visible in national statistics (Para 80).

117. The MTR Team has also been informed by the GEF OFP that only an 18-month extension is possible for the AIMWELL Project.

4.3 Lessons Learned

118. *Lesson #1: Selecting a single focal institute is a key to the successful development, promotion, and adoption of integrated waste management strategies and technologies*. The additionality of UNDP-GEF assistance has been evident with a single institute, MEQL, selected to focus on best practices in awareness, advocacy, capacity building as well as pilot projects on recovery of HSW and poultry manure valorization in Constantine and Kasr El Abtal, respectively. AND under MEQL have provided strong Project leadership and management, which has led to strong management and good support from municipal personnel, which has been crucial to Project achievements thus far. There has also been management stability of the Project with one Executive at MEQL and one PM and one Project Coordinator in the PMU since September 2024. This Project team has managed good holistic cooperation with all stakeholders of the Project (as listed in Table 2), which included:

- SOPTE under MI as a partner in the collection of various types of waste for the pilot projects and the development of the pilots in Constantine and Kasr El Abtal. MEQL has assisted SOPTE in Constantine to position them to develop these activities to boost a circular economy;
- Wilayas of Constantine and Sétif under MICLT who have oversight of a People's Assembly of the Wilaya (PAW), with mandates for socio-economic development, land use and environmental protection in municipal areas. Using Project assistance, the PAW is involved in the preparation of master development plans, formulation of procedures for operations planning, initiating the creation of the sorting facility and waste valorization facilities in Constantine and Kasr El Abtal, and implementing strategies and action plans to protect agricultural land. MEQL have successfully made the Wilayas of Constantine and Sétif into key players to ensure the successful implementation of the AIMWELL Project;
- MARDF, who has collaborated with MEQL to monitor the quality of fertilizer produced at the Kasr El Abtal chicken waste facility, and provide certification and sales of these fertilizers;
- MERE who has worked closely with MEQL to encourage the generation of electricity from Constantine's biomethanation plant;
- EPICs and CSOs who have worked closely with the Wilayas of Constantine and Sétif and MEQL to disseminate positive messaging on integrated waste management and valorization of waste;
- Household beneficiaries (80% of whom are women) who strongly support the environmental messaging from the Environmental Heads of the Wilayas of Constantine and Sétif as well as MEQL.

119. *Lesson #2: The presence of CSOs who have interests in fields outside of waste collection, are important contributors to raising public awareness of integrated waste management*. The presence of several specialized CSOs brings a scientific dimension to the overall public awareness campaigns which aligns their activities with sustainable development, protection of nature and environment, and promoting animal preservation and biodiversity. There was also a CSO who specialized in carbon markets,

attempting to explain the benefits of carbon market to the students and the general public. Several of these CSOs addressed critical and hard-to-reach audiences such as children, youth, students as well as the general public (Para 79).

120. *Lesson #3: An open and transparent process should be applied for the selection of technology providers to comply with GoA, GEF and UNDP policies*. The original ProDoc provided sole-sourced technology providers for the AIMWELL Project. While the intentions were good, this process pre-selected technologies for integrated waste management, and did not allow for the best process to be selected. The NSC has smartly changed the selection process from a sole-sourced process to conducting a feasibility study to closely assess the best technologies available for integrated waste management, and consequently moving forward with the suggestions of the feasibility study. This fully supports transparency policies of the GoA, GEF and UNDP.

4.4 Recommendations

Rec #	Recommendation	Entity Responsible	Time Frame
121.	**Recommendation 1**		

	As a top priority, make efforts to obtain approval from the GEF OFP, UNDP, and GEF to extend the AIMWELL Project by 18 months. This would enable the Project to work towards its objective and outcomes. Efforts to obtain a GEF extension approval would involve:
	• justification for the extension that includes the Project's critical path towards:
	  ○ leaving sufficient time to complete Action 5 (construction and commissioning of sorting facility and the biomethanation plant in Constantine). Probable date of completion ranges from October 2028 to April 2029;
	  ○ leaving sufficient time for Action 6 (building personnel capacities in operation and maintenance). Probable date of completion ranges from October 2029 to April 2030;
	  ○ leaving sufficient time to complete Action 7 (implement replication strategy). Probable date of completion up to April 2030. An extension is not possible beyond April 2030;
	• acknowledgement that delays to the schedule could impact the achievement of the objective and outcomes. Notable amongst delays, there is a moderate risk that Action 7 may not receive GEF support. Support for the replication strategy may have to fall under GoA;
	• acknowledgement that further delays in Actions 2, 3, 4 and 5 will also impact Action 6 which may also fall in full
		PMU, MEQL, and UNDP	As soon as possible

Rec #	Recommendation	Entity Responsible	Time Frame
	or in part, outside of GEF support, and again fall under GoA. The schedules of the 18-month extension are shown in Figures 7 and 8. Figure 7 shows the optimistic schedule where all Actions are completed within a proposed extended EoP date of 30 April 2030. Figure 8 shows the pessimistic schedule where Action 7 is not completed with the proposed new GEF timelines (as indicated by the red cells).		
122.	**Recommendation 2**		
	Implement non-critical path activities, including: • procurement of laboratory equipment by November 2026 to carry out analysis and research needed to optimize the waste transformation process and finished products of fertilizers and combustibles. This will possibly involve the laboratory within the National Observatory of the Environment and Sustainable Development (ONEDD), which needs an upgrade in equipment (Para 57). SOPTE's tendering process needs support with technical inputs from a recruited expert to ensure the timely delivery of essential equipment. • procurement of two electric vehicles for municipal waste collection (Para 54). The acquisition of this equipment should be accompanied by adequate charging infrastructure and overseen by EV technical experts. The procurement should be done before 31 October 2028; and • recruit an External Capacity to support the Project Manager with technical leadership, to serve as a sounding board for the important work of establishing the PPP, and provide strategic direction and ensure coherence across all outcomes and outputs (Para 84). The consultants conducting the feasibility studies could serve as the CTA for the Project.	PMU, MEQL, and UNDP	April-December 2026
123.	**Recommendation 3**		
	Ensure that care is exercised in developing the PPP (Para 52). A strong PPP will serves as the robust foundation of the Project. This especially pertains to Actions 2 and 3 where care needs to be exercised in the selection of the private partner. Close attention needs to be paid to: • ensuring that the private partner, during negotiations, is agreeable to all actions being taken by SOPTE and MEQL. SOPTE and MEQL should always be cognizant of the	PMU, MEQL, and UNDP	April-December 2026

Rec #	Recommendation	Entity Responsible	Time Frame
	possibility of the private partner making "last minute changes" which can be very disruptive to the negotiation process; • the economic model and to the differences between the two types of facilities. It is important to clearly identify the financial flows and revenue streams associated with each pilot project (municipal solid waste valorization and poultry waste valorization), to structure bankable PPP arrangements where the allocation of risks among the different parties is clearly defined and properly assessed; • the choice of combining the Constantine and Kasr El Abtal pilots into one PPP or 2 PPPs. The MTR Team cannot resolve this but makes note of the challenges of forming a PPP or 2 PPPs. While SOPTE can remain as the public partner under one PPP or two PPPs, one technology company with oversight over 2 technologies (Constantine sorting facility and biomethanation plant and Kasr El Abtal chicken waste facility) may prove challenging. The other challenge will be whether Constantine and Kasr El Abtal are under separate PPPs.		
124.	**Recommendation 4**		
	Conduct primary data collection of the number of disabled persons in Constantine and Kasr El Abtal. This will be done to assess the significance of this population segment to job opportunities in waste management. Once statistics on disabled persons has been collected, actions could be proposed as to how disable persons could access opportunities in integrated waste management. While the Project has conducted satisfactory efforts towards gender equality in accessing these opportunities, addressing LNOB obligations are needed to improve the Project's overall contribution to resilience-building of communities through integrated waste management (Para 80).	PMU	April-December 2026

Figure 7: AIMWELL Project with 18-Month Extension (Optimistic outlook)

#	Activity	2026				2027				2028				2029				2030				2031			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
1	FS final submission (Mar 2026)																								
2	Call for partnership of the PPP/business plan (Apr-June 2026)													End of Project						18-month extension					
3	Launch competitive bidding for the private partner in the PPP and selection of private partner (July - Dec 2026)																								
4	Detailed design, impact studies, permits and insurance, private partner selection (Jan-Mar 2027)																								
5	Construction and commissioning of sorting facility and biomethanation plant (Apr 2027-Oct 2028)																								
6	Build personnel capacities in operation and maintenance (Nov 2028-Oct 2029)																								
7	Implement replication strategy (Nov 2029-Apr 2030)																								

Figure 8: AIMWELL Project with 18-Month Extension (Pessimistic outlook)

#	Activity	2026				2027				2028				2029				2030				2031			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
1	FS final submission (Mar 2026)																								
2	Call for public tender for partnership of the PPP and business plan (Apr-June 2026)													End of Project						18-month extension					
3	Launch competitive bidding for the private partner in the PPP and selection of private partner (July 2026 - Feb 2027)																								
4	Detailed design, impact studies, permits and insurance, private partner selection (Mar -Oct 2027)																								
5	Construction and commissioning of sorting facility and biomethanation plant (Nov 2027-Apr 2029)																								
6	Build personnel capacities in operation and maintenance (May 2029-April 2030)																								
7	Implement replication strategy (May-Oct 2030)																								

APPENDIX A – PROJECT RESULTS FRAMEWORK FOR ALGERIA AIMWELL PROJECT FROM JULY 2022

This project will contribute to the following Sustainable Development Goal (s): *objective 1*- End Poverty; Goal 8 Decent work and economic growth; Objective 12 - Sustainable production and consumption; Target 13 - Measures relating to the fight against climate change.
This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD): UNDAF: Outcome 1: By 2021 the productive sectors implement growth strategies to enhance economic diversification and strengthen the capacity for economic integration and job creation. CPD (2016-2020): Result 1: growth and development are inclusive and sustainable, generating productive capacity to create jobs and livelihoods for the poor and marginalized communities. (Output 1: Sectoral strategies and implementation plans, particularly targeting the most vulnerable populations, are developed and implemented at the local level and upgraded strategies are developed and adopted; Indicator 1.1: Number of new jobs and income-generating activities created in targeted municipalities; 1.1 Reference: 0; Target 1.1: 100)

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target
Project Objective: *To promote an integrated and comprehensive solid waste management by fostering technology deployment, dissemination, and transfer in collaboration with private sector*.	**Mandatory** Indicator 1: # direct project beneficiaries disaggregated by gender (individual people)	0	500,000 (49.5% are women)	750,000 (49.5% are women)
	Mandatory Indicator 2: # indirect project beneficiaries disaggregated by gender (individual people)	0	750,000 (49.5% are women)	1,125,000 (49.5% are women)
	Mandatory GEF Core Indicators (Lifetime direct project GHG emissions mitigated, tCO_{2e}) 3:	0	55,568	357,279 (direct) 4,301,757 (indirect)
Project component 1	Integrated management of household waste at source; minimization of final waste; and reduced transport distance			
Project Outcome 1 Progressive upstream sorting by households of fermentable (organic fraction) and dry waste (inorganic fraction) with separate collection, and communal sorting planned and established in Constantine and Sétif municipalities, so as to reduce the volume of landfilled waste	Indicator 4: Number of households sensitized on integrated management of household waste.	200	1,300	5,600
	Indicator 5: Number of municipal Master Plans for the Wilayas of Constantine et de Sétif that propose innovative solutions, backed by sound technical and socio-economic studies, for the integrated solid waste management	0	2	2
	Indicator 6: Quantity of poultry waste (tonne) secured by project through long-term contractual agreements	0	600	600
	Indicator 7: Total CAPEX (US$ million)) in the centralized waste sorting center in Constantine	0	4.5	4.5

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target
Outputs to achieve Outcome 1	- *Output 1.1: Source sorting of waste at household level is supported by education and awareness campaign* - *Output 1.2: The municipal solid waste collection in Constantine and Sétif is designed, planned and implemented* - *Output 1.3: A supply chain for poultry waste from nearby farms is established and operational* - *Output 1.4: The waste sorting centre is planned and designed* - *Output 1.5: Eight waste collection points are operational* - *Output 1.6: Acquisition of two electric vehicles for municipal waste collection* - *Output 1.7: A waste sorting centre capable of processing 750 tonnes per day of MSW is installed, equipped and operational*			
Project component 2	Value creation through the transformation of solid waste and poultry waste into fertilizer and energy			
Outcome 2 Managing value creation resulting from the conversion of the organic fraction of household solid waste and poultry waste into fertilizer and renewable energy, and the management of the recycling of the inorganic fraction of solid waste is planned and operational	Indicator 8: *Quantity of transformed products for each Wilaya in the form of fertilizers (tonnes/yr), recycled plastic (tonnes/yr) and electricity generated (MWh/yr)*	0 (for all products and in both locations)	Fertilizers: 26,400 (Setif) and 16,884 (Constantine) tonnes/yr Plastic: 14,377 tonnes/yr Electricity: 0 MWh/yr (O MWe installed)	Fertilizers: 26,400 (Setif) and 25,326 (Constantine) tonnes/yr Plastic: 21,565 tonnes/yr Electricity: 14,980 MWh/yr (2 MWe installed)
	Indicator 9: *Number of persons trained in the operation and maintenance of waste transformation facilities*	0	30 (10 women)	55 (25 women)
Outputs to achieve Outcome 2	- *Output 2.1: A waste processing plant that will convert the organic fraction of the waste into fertilizer and renewable energy is designed* - *Output 2.2: Capacity building for analysis and monitoring of the quality of outputs from transformation plant is planned and designed* - *Output 2.3: A legal and regulatory framework for the standardization of organic fertilizer is developed and implemented* - *Output 2.4: An enabling environment for the recycling companies is established, including the introduction of financial mechanisms and incentives for communities and individual participants involved* - *Output 2.5: Explore the possibilities of developing a waste management project for the voluntary carbon market* - *Output 2.6: An organic waste transformation plant for the production of fertilizers and renewable energy is equipped and operational* - *Output 2.7: An analysis, research and development center for the monitoring and optimization of the quality of outputs from transformation plant is equipped and operational* - *Output 2.8: Collection point and poultry waste processing plant in Sétif*			
Project component 3	Promotion of municipal model of integrated waste management at regional and national levels			
Outcome 3	Indicator 10: Number of Wilayas with replication and investment plans for scaling up project results	0	2	69

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target
Replicability of the municipal waste management model	Indicator 11: Number of persons with professional technical training on the integrated solid waste management approaches and technologies	55 (predominantly men)	150 (15% women)	350 (40% women)
	Indicator 12: Number of upgraded factory for manufacturing mechanical and spare parts	0	0	1
Outputs to achieve Outcome 3	- *Output 3.1: A mechanism for the replication of the project in 69 Wilayas is designed and implemented* - *Output 3.2: One factory for the production of spare parts is installed and equipped*			
Project component 4	Knowledge management and monitoring and evaluation			
Outcome 4 Lessons learned are captured and disseminated widely, and project monitoring and evaluation is carried out in order to ensure adaptive management and achievement of project objectives.	Indicator 13: Number of ETF, including MRV for solid waste management	0	0	1
	Indicator 14: Number of frameworks to measure the impacts of project on SDGs	0	0	1
	Indicator 15: Number of knowledge products (technical documents, scientific publications, videos, webinars, etc.) on best practices and lessons learned made available to key stakeholders for replication in other Wilayas	0	1	At least five (5)
Outputs to achieve Outcome 4	- *Output 4.1: Inception workshop* - *Output 4.2: Project monitoring* - *Output 4.3: Project evaluations* - *Output 4.4: Knowledge management*			

APPENDIX B - MTR RATINGS

Ratings for Progress Towards Results		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.
Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.
Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

APPENDIX C – MISSION ITINERARY (FOR FEBRUARY-MARCH 2026)

#	Activity	Stakeholder involved	Place
***23 February 2026** (Monday)*			
	Arrival in Algiers		
1	Meeting with NPD	MEQL	Algiers
2	Meeting with the AIMWELL PMU and UNDP RTA – RBAS, UNDP RR and DRR	UNDP	Algiers
24 February 2026 (Tuesday)			
3	Meeting with NPD	MEQL	Algiers
4	Meeting with Ministry of Industry	MI	Algiers
5	Meeting with AND	MEQL	Algiers
	Travel to Constantine		
25 February 2026 (Wednesday)			
6	Meeting with Constantine Environmental Dept	Constantine Wilaya	Constantine
7	Meeting with Constantine CSO for waste	CSOs	Constantine
8	Meeting with SOPTE	MI and SOPTE	Constantine
9	Meeting with the municipality of Constantine + EPIC PROPCO, responsible for waste collection in Constantine	Municipality of Constantine	Constantine
10	Meeting with CSOs responsible for raising awareness	CSOs	Constantine
26 February 2026 (Thursday)			
11	Meetings with El Khroub municipality	El Khroub Municipality	El Khroub
12	Meeting with EPIC EGUVAM & EPIC EPCA, responsible for waste collection in municipality of El Khroub	El Khroub Municipality	El Khroub
13	Meeting with the Sétif environmental department and the municipality of Kasr El Abtal	Sétif Wilaya	Kasr El Abtal
	Travel back to Algiers		
27 February 2026 (Friday)			
	Working on report		
28 February 2026 (Saturday)			
	Working on report		

#	Activity	Stakeholder involved	Place
1 March 2026 (Sunday)			
14	Meeting with the Ministry of the Interior, Local Authorities, and Transportation	MICLT	Algiers
15	Meeting with GEF OFP	MEQL	Algiers
16	Meeting with the Ministry of Agriculture, Rural Development, and Fisheries	MARDF	Algiers
17	Meeting AIMWELL PMU	UNDP	Algiers
2 March 2026 (Monday)			
18	Meeting with GEF OFP and NPD	MEQL	Algiers
19	Debrief with the AIMWELL PMU and UNDP RTA – RBAS, UNDP RR and DRR	UNDP	Algiers
3 March 2026 (Tuesday)			
	Travel back to Vancouver		

Total number of meetings conducted: 19

APPENDIX D – LIST OF PERSONS INTERVIEWED

This is a listing of persons contacted in Algeria (unless otherwise noted) during the Mid-Term Review Period only. The MTR Team regrets any omissions to this list.

No.	Name	Gender	Organization	Position
No.	Name	Gender	Organization	Position
1	Zahoua Adoui	F	Municipality of El Khroub	Directorate of Environment
2	Nordine Amrani	M	Millennium Objectives for Sustainable Development Association	Member
3	Karim Baba	M	Ministry of Environment and Quality of Life	Secretary General / GEF Operational Focal Point
4	Belkacem Benbouzid	M	Association for the Protection of Environment and Nature	Member
5	Ounis Benmehania	M	United Nations Development Programme	Project Coordinator
6	Mansour Boucherit	M	Directorate of Environment – Wilaya of Constantine	Director
7	Ryadh Boudjemadi	M	United Nations Development Programme	Team Leader, NCE
8	Lamia Bouaroudj	F	Directorate of Environment – Constantine	Chief Engineer, Head of Awareness, Information and Environmental Education
9	Nabil Bousbaa	M	APC Constantine	Representative
10	Zohra Barça	F	National Waste Agency (AND)	Director
11	Amal Aldababseh	F	United Nations Development Programme (RBAS)	Regional Technical Advisor, Climate Change Mitigation and Energy
12	Kheira Deghi	F	Directorate of Environment – Wilaya of Sétif	Director
13	Bendabah (Incomplete name)	M	Association for the Protection of Environment and Nature	Member
14	Samir Fassih	M	Association for the Protection of Environment and Nature	Member
15	Fatima Zohra Haderbache	F	Ministry of Industry	Representative
16	Mohamed Hamlati	M	AIMWELL PMU	Coordinator
17	Karima Hadji	F	Ministry of Environment and Quality of Life	Inspector General / National Project Director (AIMWELL)

No.	Name	Gender	Organization	Position
18	Ernesto Maio	M	United Nations Development Programme	Deputy Resident Representative
19	Hamid Medaci	M	PROPREC Constantine	Head of Technical Department
20	Lamine Meabet	M	Ministry of Agriculture	Representative
21	Nabil Maghraoui	M	AIMWELL PMU	Administrative and Financial Analyst
22	Nabil Mokhtari	M	APC Sar El Abtal	Representative
23	Natasha van Rijn	F	United Nations Development Programme	Resident Representative
24	Abdelmadjid Sebih	M	Association for the Protection of Environment and Nature	President
25	Messaoud Tebani	M	Ministry of Environment and Quality of Life	Director General of Environment and Sustainable Development
26	Lilia Trifa	F	Directorate of Environment – Constantine	Principal Engineer, Head of Urban Environment Department
27	Azzouz (Incomplete name)	M	Association for the Protection of Environment and Nature	Member

APPENDIX E – LIST OF DOCUMENTS REVIEWED

1. AIM-WELL Project Document (PRODOC – UNDP/GEF);
2. Tripartite Minutes No. 01 (27 May 2024);
3. Steering Committee Minutes No. 01 (4 July 2024);
4. Steering Committee Minutes No. 02 (23 January 2025);
5. COPIL Minutes No. 03 (24/12/2025);
6. Benchmarking Report & Technical-Economic Study (Deliverable 03a) Municipality of Ksar el Abtal (Setif Province) – Draft Version Date: 31/10/2025;
7. Benchmarking report & technical-economic study (Deliverable 03b) Wilaya of Constantine) - Draft version Date: 31 October 2025;
8. 2024 and 2025 PIRs.

APPENDIX F – TERMS OF REFERENCE FOR AIMWELL PROJECT MTR

1. INTRODUCTION

This is the Terms of Reference (ToR) for an International Consultant to conduct the Midterm Review (MTR) of the Global Environment Facility (GEF) financed Algeria Integrated Management of Waste Energy at the Local Level project in Algeria, as Lead Expert. The project started on 31 October 2023. This ToR sets out the expectations for this MTR. The MTR process must follow the guidance developed by UNDP (https://erc.undp.org/methods-center/guidelines/undp-evaluation-guidelines/french), as well as the guidelines for conducting midterm reviews of UNDP-Supported GEF-Financed Project (TS).

2. PROJECT BACKGROUND INFORMATION

Over the past decades, the population of major Algerian cities has increased significantly, mainly due to rapid urbanization. The largest cities, particularly the coastal ones, have absorbed most of the migrating rural population. Local authorities are now faced with the challenge of maintaining a high quality of public services in the context of municipal solid waste management, as waste generation per capita in some cities has risen to approximately 1 kg per day.

At the same time, poultry production has experienced strong growth over the past ten years, with an average annual increase of 10.3% for white meat and 6.2% for table eggs. Although poultry farming is practiced in 1,322 municipalities across the country, production is particularly concentrated in four wilayas: Batna, Sétif, Bouira and Médéa. In these wilayas, the socio-economic benefits are accompanied by serious environmental and public health impacts due to the informal and inadequate management of poultry waste.

The project aims to promote integrated management of municipal solid waste in Constantine and poultry waste in Sétif, with a view to transforming the waste value chain into a circular economy model. It will deliver multiple economic benefits (creation of new economic sub-sectors), social benefits (green job creation, reduced public health risks), and environmental benefits (reduction of carbon emissions, minimization of water body and groundwater pollution). The model relies on public-private sector engagement and technology transfer for waste recovery and transformation, prioritizing financially viable, socially equitable, and environmentally sustainable solutions. The sustainability of this model and the lessons learned from the project will be scaled up at regional and national levels.

This objective will be achieved through the implementation of four components addressing the key barriers to integrated solid waste management in Algeria, particularly in Constantine:

- **Component 1**: Reduction of waste volume at source and reduction of transport distances to the landfill.
- **Component 2**: Value creation through the conversion of the organic fraction of municipal waste and poultry waste into fertilizer and energy.
- **Component 3**: Promotion of the municipal integrated waste management model at regional and national levels.
- **Component 4**: Knowledge management, monitoring and evaluation.

3. MTR PURPOSE

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy and its risks to sustainability.

The MTR will evaluate the effectiveness of the project's strategies and actions in promoting gender equality and women empowerment, advancing disability inclusion, and adhering to the principles of Leave No One Behind. This will include assessing the integration of the gender action plan within the project's operations and its impacts on enhancing accessibility and safety for all, especially women, youth, and persons with disabilities. The MTR will also:

- Synthesize lessons to improve project design and implementation.
- Assess results, effectiveness, processes, and partner performance to promote accountability.
- Facilitate learning and knowledge sharing to inform policies and strategies.
- Provide recommendations to enhance performance, sustainability, effectiveness, and impact.

The MTR consultants will review relevant documents (e.g., PIF, UNDP Initiation Plan, Project Document, Annual Project Review/PIRs, safeguards reports, etc.) and produce an evidence-based report ensuring accountability and transparency.

4. MTR APPROACH & METHODOLOGY

The MTR will be evidence-based, credible, and participatory, following these steps:

- **Document Review**: Analyze project documents (Project Document, Inception Report, PIRs, SESP, GEF core indicators/Tracking Tools, policies) and baseline/ midterm data on GEF focal area indicators.
- **Stakeholder Engagement**: Conduct interviews project management unit (PMU), government counterparts (e.g., MEQL, MI), UNDP Algeria, local municipalities, CSOs, key experts and consultants and other key stakeholders.
- **Field Missions**: Visit pilot regions, including:
    - Constantine and El khroub municipalities (Constantine Province)
    - Kasr El Abtal municipality (Sétif Province)
    - And Algiers.
- **Gender-Responsive & Cross-Cutting Issue Integration**: Apply gender-responsive methodologies and tools, collect sex-disaggregated beneficiary participation data, and incorporate analysis of cross-cutting issues (Leaving No One Behind, disability inclusive specific questions) and SDG alignment into the final MTR report, while ensuring gender equality and women's empowerment are integrated.

The MTR team will finalize the methodology (e.g., interview schedules, field visit plans) in an Inception Report, which will be agreed with UNDP and stakeholders. The final report will clearly describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, and limitations about the methods and approach of the review.

5. DETAILED SCOPE OF THE MTR

The MTR team will assess the following four categories of project progress. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
    - Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?
- If there are major areas of concern, recommend areas for improvement.
- Assess internal and external coherence and provide any recommendations for improvement.

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

If deemed beneficial, recommend comprehensive methods to capture qualitative indicators, not currently part of the project results framework, that can effectively demonstrate the project's impact at its conclusion.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator[32]	Baseline Level[33]	Level in 1st PIR (self-reported)	Midterm Target[34]	End-of-project Target	Midterm Level & Assessment[35]	Achievement Rating[36]	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

[32] Populate with data from the Logframe and scorecards
[33] Populate with data from the Project Document
[34] If available
[35] Colour code this column only
[36] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out by the Commissioning Unit and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US$)	Actual Amount Contributed at stage of Midterm Review (US$)	Actual % of Expected Amount
		TOTAL			

- Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes each co-financing amount as 'investment mobilized' or 'recurrent expenditures'. (This template will be annexed as a separate file.)

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use

existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?

- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
    - The project's overall safeguards risk categorization.
    - The identified types of risks[37] (in the SESP).
    - The individual risk ratings (in the SESP) .
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

[37] Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF's "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications & Knowledge Management:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
- List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR report will include a dedicated section synthesizing **evidence-based conclusions** derived from the review's findings. Additionally, the MTR team will provide the Project Team with specific, measurable, achievable, and relevant recommendations for critical interventions with **no more than 15 targeted recommendations.**

A concise table summarizing all recommendations should be put in the report's Executive Summary, structured in alignment with the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* to facilitate strategic decision-making.

Ratings

The MTR will include ratings for:

- Progress toward objectives/outcomes (6-point scale: Highly Satisfactory to Highly Unsatisfactory).
- Project implementation (6-point scale).
- Sustainability (4-point scale: Likely to Unlikely).

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See Annex E for ratings scales.

Table. MTR Ratings & Achievement Summary Table for the project of " Algeria Integrated Management of Waste Energy at the Local Level "

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. TIMEFRAME

The total duration of the MTR will be approximately 28 working days over a time period of 3 months, and shall not exceed four months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
Document review and preparing MTR Inception Report (MTR Inception Report due no later than 2 weeks before the MTR mission)	*5 days*	*Jan. 18-24, 2026*
MTR mission: stakeholder meetings, interviews, field visits	*8 days*	*Feb. 08-12, 2026 (including international round-trip)*
Presentation of initial findings	/	*Week of Feb. 22, 2026*
Preparing draft report (due within 3 weeks of the MTR mission)	*11 days*	*Feb. 12 – Mar. 1, 2026*
Circulation and review of draft MTR report package for comments	/	*Mar.1 – Mar. 15, 2026*
Finalization of MTR report/ Incorporating audit trail from feedback on draft report (due within 1 week of receiving UNDP comments on the draft) *(note: accommodate time delay in dates for circulation and review of the draft report)*	*3 days*	*Mar. 15- 1 Apr. , 2026*
QA review by COSQA	/	*Apr. 1 - 10, 2026*
Finalization of MTR report based on QA review	*1 days*	*Apr. 11 – 15 , 2026*
Preparation & Issue of Management Response.	/	*Apr. 15 – 20, 2026*
Expected date of full MTR completion	/	*Apr. 20, 2026*

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

7. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	**MTR Inception Report**	MTR team clarifies objectives and methods of Midterm Review	No later than 2 weeks before the MTR mission	MTR team submits to the Commissioning Unit and project management
2	**Presentation**	Initial Findings	After MTR mission	MTR Team presents to project management and the Commissioning Unit
3	**Draft MTR Report**	Full draft report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	**Final Report***	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft	Sent to the Commissioning Unit

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

8. MTR ARRANGEMENTS

As the Commissioning Unit, UNDP Algeria Country Office will manage the MTR, including contracting consultants, arranging travel/per diems, and providing stakeholder contact details. The PMU will provide documents, organize interviews, and coordinate field visits.

The commissioning unit will contract the consultant and introduce him/her to the national evaluator/consultant who will support the national-level data collection. The MTR consultant will be responsible for liaising with the national evaluator, the UNDP Project Team to provide all relevant documents, structure, and instructions to the national evaluator.

The consultants will report directly to the UNDP Programme Manager/CO commissioning unit and work directly with the national consultant. Project staff will not participate in the meetings between consultants and evaluands. Limited administrative and logistical support will be provided. The consultant will use his own laptop and cell phone. The programme unit and key stakeholders in the evaluation should review the draft inception report and the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time. Comments and changes by the evaluator in response to the draft reports should be retained by the evaluator to show how they have addressed comments.

9. TEAM COMPOSITION

The Midterm Review (MTR) will be conducted by **two independent consultants**:

- An **International Consultant** (Team Leader) with global evaluation experience across multiple regions, and
- A **National Consultant** from the project's host country.

Notably, these consultants must not have been involved in the project's preparation, formulation, or implementation (including the drafting of the Project Document) and must be free from any conflicts of interest related to the project's activities.

The specific qualification requirements for the International Consultant are as follows:

Education:

- A Master's degree in (Development Planning, Development Economics, Climate Change Environmental Sciences, Waste Management and Sustainable Development, Adaptation and Resilience), or other closely related field.

Experience

- Work experience in Environmental and Development Economics, Climate Change-elated area for at least 10 years.
- Experience in evaluating/reviewing projects, experience in evaluating/reviewing GEF-funded UNDP projects will be an asset.
- Relevant experience with result-based management evaluation methodologies.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Competence in adaptive management, as applied to Climate Change and mitigation.
- Project evaluation/review experiences within the United Nations system.

- Demonstrated understanding of issues related to gender and Climate Change, experience in gender sensitive evaluation and analysis.
- Excellent communication skills and demonstrable analytical skills.

Language

- Fluency in written and spoken English.

10. ETHICS

The MTR team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This MTR will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The MTR team must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The MTR team must also ensure the security of collected information before and after the MTR and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

Explicit statement of evaluators' independence from any organizations that have been involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation.

APPENDIX G – GEF-8 RESULTS MEASUREMENT FRAMEWORK WORKSHEET

[PIMS Number: 6163] [Country: Algeria]

GEF-8 Results Measurement Framework Worksheet

Please complete relevant indicators and provide justifications in the textbox at the bottom.

GEF ID:	10080
Agency ID:	6163
Reported by:	Mohamed Hamlati
Date:	22/02/2026

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Conserving and Sustainably Using I
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Strengthening Transboundary Wat
Reducing Chemicals and Waste
Direct Beneficiaries

REDUCING GHG EMISSIONS

Core Indicator 6 **Greenhouse gas emission mitigated**

	Expected metric tons of CO2e (6.1 + 6.2)			
	PIF Stage	Endorsement	MTR	TE
6. Greenhouse gas emission mitigated (direct+indirect) (6.1+6.2)	**3,010,000.0**	**4,659,036.0**	**-**	**-**
6.1 Greenhouse gas emission mitigated in the AFOLU sector (direct+indirect) (6.5+6.6	-	-	-	-
6.2 Greenhouse gas emission mitigated outside AFOLU sector (direct+indirect) (6.7+6	3,010,000.0	4,659,036.0	-	-

Indicator 6.5 **Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry, and Other Land Use (direct)**

		Expected *(metric tons of CO2e)*		Achieved *(metric tons of CO2e)*	
Anticipated start year of accounting		PIF Stage	Endorsement	MTR	TE
Duration of accounting					

Indicator 6.6 **Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry, and Other Land Use (indirect)**

		Expected *(metric tons of CO2e)*		Achieved *(metric tons of CO2e)*	
Anticipated start year of accounting		PIF Stage	Endorsement	MTR	TE
Duration of accounting					

Indicator 6.7 **Emissions avoided outside AFOLU sector (direct)**

		Expected *(metric tons of CO2e)*		Achieved *(metric tons of CO2e)*	
Anticipated start year of accounting	**2023**	PIF Stage	Endorsement	MTR	TE
Duration of accounting	2028	**1,880,000**	**357,279**	**0**	

Indicator 6.8 **Emissions avoided outside AFOLU sector (indirect)**

		Expected *(metric tons of CO2e)*		Achieved *(metric tons of CO2e)*	
Anticipated start year of accounting	**2023**	PIF Stage	Endorsement	MTR	TE
Duration of accounting	2028	**1,130,000**	**4,301,757**	**0**	

Indicator 6.3 **Energy saved (in megajoule)**

	Expected *(megajoule)*		Achieved *(megajoule)*	
	PIF Stage	Endorsement	MTR	TE

Indicator 6.4 **Increase in installed renewable energy capacity per technology *(in MW)***

Technology	Expected *(Capacity - MW)*		Achieved *(Capacity - MW)*	
(please select from the dropdown list)	PIF Stage	Endorsement	MTR	TE
Biomass	2.0	2.0	-	
<pls select>				

APPENDIX H – EVALUATION MATRIX

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
Were lessons from other relevant projects properly incorporated into the project design?	Number of stakeholders participating in PPG Number of stakeholders participating in project sponsored training sessions and meetings	PPG stakeholder meeting minutes Project designers QPRs	Desk review of QPRs and interviews with project designers, PMU, stakeholders
Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?	Quality of outcomes and indicators on log frame	Project document	Desk review
Were relevant gender issues (e.g., the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?	Gender indicators in PRF	QPRs	Desk review, interviews with PMU and stakeholders
Are the project's objective and outcomes clear, practical, and feasible to be realized within its time frame?	Quality of outcomes and indicators on log frame	Project document	Desk review
Are each of the project components comprised of the relevant and necessary activities that will deliver the required outputs that will collectively bring about the expected outcome in each component?	Quality of outcomes and indicators on log frame	Project document	Desk review
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Has the Project been effective in achieving the expected outcomes and objectives?	Effectiveness ratings of the project by the evaluation	QPRs	Desk review, interviews with PMU and stakeholders
How well are risks, assumptions and impact drivers being managed?	Content of risk management in QPRs	QPRs and information from PMU personnel	Desk review, interviews with PMU and GoA personnel
To what extent has the project contributed to the following: • institutional arrangements strengthened • effective information dissemination program developed • stakeholder capacity enhanced	Indicator targets of GoA and other institutional strengthening Indicator targets of governate and stakeholder strengthening	Progress reports, QPRs, and information from PMU and GoA personnel	

Evaluative Questions	Indicators	Sources	Methodology
To what extent did the dissemination activities facilitate progress towards Project impacts?	Number of knowledge products created by Project	Survey of feedback of training sessions, testimonial evidence from training participants, and information from PMU and GoA personnel	Desk review, interviews with training participants, PMU and GoA personnel
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Have changes been made and are they effective? Are responsibilities and reporting lines clear?	Effectiveness ratings of the project by the evaluation	QPRs	Desk review, interviews with PMU and stakeholders
Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?	Adaptive management reporting in QPRs	QPRs and information from PMU personnel	Desk review, interviews with PMU
What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?	Adaptive management reporting in QPRs	QPRs and information from PMU personnel	Desk review, interviews with PMU
What is the gender balance of the National Steering Committee? What steps have been taken to ensure gender balance in the National Steering Committee?	Adaptive management reporting in QPRs	QPRs and information from PMU personnel	Desk review, interviews with PMU
Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results.	Annual work plans	AWPs and information from PMU personnel	Desk review, interviews with PMU
Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?	Institutional arrangements of the Project	QPRs and information from PMU personnel	Desk review, interviews with PMU
Is co-financing being used strategically to help the objectives of the Project? Is the Project Team meeting with all co-financing partners regularly to align financing priorities and annual work plans? Are the committed co-financing by the project partners/co-financers being realized?	Institutional arrangements of the Project	QPRs and information from PMU personnel	Desk review, interviews with PMU
Regarding monitoring tools being used, do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they	Monitoring systems	QPRs and information from PMU personnel	Desk review, interviews with PMU

Evaluative Questions	Indicators	Sources	Methodology
cost-effective? Are additional tools required? How could they be made more participatory and inclusive?			
Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?	Level of stakeholder engagement	QPRs and information from PMU personnel and stakeholders	Desk review, interviews with PMU and stakeholders
Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?	Level of stakeholder engagement	QPRs and information from PMU personnel and stakeholders	Desk review, interviews with PMU and stakeholders
To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?	Level of stakeholder engagement	QPRs and information from PMU personnel and stakeholders	Desk review, interviews with PMU and stakeholders
How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls, and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?	Level of stakeholder engagement	QPRs and information from PMU personnel and stakeholders	Desk review, interviews with PMU and stakeholders
How has the Project Team addressed poorly rated PIRs, if applicable?	Monitoring systems	QPRs and information from PMU personnel	Desk review, interviews with PMU
Is internal project communication with stakeholders regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?	Adaptive management reporting in QPRs	QPRs and information from PMU personnel	Desk review, interviews with PMU
Are proper means of external project communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)	Level of stakeholder engagement	QPRs and information from PMU personnel and stakeholders	Desk review, interviews with PMU and stakeholders
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

Evaluative Questions	Indicators	Sources	Methodology
What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?	Opinions of stakeholders	Survey of feedback of training sessions, and testimonial evidence from government personnel and stakeholders	Desk review, interviews with government personnel and stakeholders
Appropriateness of the institutional arrangement and whether there was adequate commitment to the Project	Number of institutions and local government agencies that have had capacities built	Progress reports, QPRs, and information from PMU and GoA personnel	Desk review, interviews with government personnel and stakeholders
To what extent are the stakeholders are realizing benefits from the project?	Opinions of stakeholders (i.e., farmers, fisherfolk, local residents)	Stakeholder interviews	Stakeholder interviews
Sustainability: To what extent are there financial risks to sustaining long-term project results?			
What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)??	Opinions of GoA and PMU personnel	Stakeholder interviews	Desk review, interviews with government personnel, PMU and stakeholders
Appropriateness of the institutional arrangement and whether there was adequate commitment to the Project	Number of institutions and local government agencies that have had capacities built	Progress reports, QPRs, and information from PMU personnel	Desk review, interviews with government personnel and stakeholders
To what extent are the stakeholders are realizing benefits from the project?	Opinions of stakeholders (i.e., farmers, fishermen, local residents)	Stakeholder interviews	Stakeholder interviews
Sustainability: To what extent are there institutional risks to sustaining long-term project results?			
How effective is the project in terms of strengthening the capacity of GoA professionals?	Opinions of training participants	Survey of feedback of training sessions, and testimonial evidence from government personnel and stakeholders	Desk review, interviews with government personnel and stakeholders
Appropriateness of the institutional arrangement and whether there was adequate commitment to the Project	Number of institutions and local government agencies that have had capacities built	Progress reports, QPRs, and information from PMU and GoA personnel	Desk review, interviews with government personnel and stakeholders
Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits?	Opinions of GoA stakeholders and PMU	Stakeholder interviews	Stakeholder interviews

Evaluative Questions	Indicators	Sources	Methodology
Sustainability: To what extent are there socio-economic risks to sustaining long-term project results?			
What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?	Opinions of training participants and GoA personnel	Survey of feedback of testimonial evidence from government personnel and stakeholders	Desk review, interviews with government personnel and stakeholders
Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project?	Opinions of training participants and GoA personnel	Survey of feedback of testimonial evidence from government personnel and stakeholders	Desk review, interviews with government personnel and stakeholders
Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?	Opinions of training participants and GoA personnel	Survey of feedback of testimonial evidence from government personnel and stakeholders	Desk review, interviews with government personnel and stakeholders
Sustainability: To what extent are there environmental risks to sustaining long-term project results?			
Are there any environmental risks that may jeopardize sustenance of project outcomes?	Opinions of training participants and GoA personnel	Survey of feedback of testimonial evidence from government personnel and stakeholders	Desk review, interviews with government personnel and stakeholders

APPENDIX I - QUESTIONS FOR STAKEHOLDERS

For the PMU:

The interest sought is to evaluate the coherence between the initial design and the current reality, the impact of the feasibility results on the Project, adaptive management capability, and the robustness of the monitoring of GEF indicators.

A. Strategy & Design

1. In light of the first feasibility results, is the initial design (750 t/d – 2 MW – PPP) still technically and economically coherent?
2. Does the technological choice envisaged change the size of the plants and the investment?
3. Do the initial assumptions of the ProDoc (volumes, profitability, private mobilization) remain valid?

B. PPP & Feasibility

4. Do the preliminary feasibility results confirm the financial viability of the model?
5. Is the projected IRR compatible with the expectations of a public or private investor?
6. Has SOPTE formally confirmed its post-feasibility commitment?
7. If bankability is insufficient, is an alternative scenario envisaged?

C. Co-financing

8. Are the co-financing commitments announced at the CEO endorsement still considered to be valid?
9. Is there a gap between theoretical commitment and confirmed commitment?
10. How is this risk monitored vis-à-vis the GEF?

D. NIM Modality

11. What were the specific factors that led to the switch to NIM with support services?
12. Has this transition improved operational efficiency?
13. Has the reallocation of responsibilities clarified or weakened governance?

For the National Director of MEQL:

On February 23-24, there is interest to know the real political ownership, strategic engagement, long-term vision, and consistency with national priorities.

1. Is the Project still considered a priority at the ministerial level?
2. Is PPP an essential part of the business model?
3. If the PPP does not materialize, would the State support a pilot public model?
4. Is the Project part of a structured national strategy (circular economy, SNGID, climate)?
5. Has the State Shareholding Council been officially notified?
6. How do you assess the level of intersectoral coordination (Industry, Agriculture, Interior)?

For the UNDP RTA:

On February 23, there is interest to know regional risk perception, alignment with GEF standards, and the possible extension of the EoP.

1. In terms of GEF standards, is the Project considered "on track"?
2. Is the low level of achievement of midterm targets a cause for concern?
3. Is a no-cost extension realistically envisaged?
4. Do you think the Project requires a strategic reconfiguration?
5. How do you assess the level of intersectoral coordination (Industry, Agriculture, Interior)?

For the UNDP CO (RR, DRR, TL-NCE):

On February 23 and March 2, there is interest to know the quality of management, quality of risk management, adaptive management, and financial strength.

1. Has there been any issues with the expenditure of GEF funds to date?
2. Has the change in NIM modality reduced the risks?
3. Is the monitoring of co-financing considered satisfactory?
4. Does the current feasibility study change UNDP's strategy?
5. What do you think are the main risks at this stage?

For AND (National Waste Agency):

On February 24, there is interest to evaluate the strength of regulatory framework, market maturity, and the feasibility study.

1. Has the regulatory framework for organic fertilizers been finalized?
2. Will farmers be allowed to use this type of product?
3. Can MRV be done independently of plant construction?
4. Is there a voluntary carbon market in Algeria, and if so, how has it been functioning thus far?

For the GEF Operational Focal Point:

On February 24, there is interest to know the national perception of GEF risk, and alignment with climate priorities.

1. Is the Project still in line with national GEF priorities?
2. Do the delays in conducting the feasibility study and procurement of equipment compromise climate commitments?
3. Is co-financing considered credible at this stage?
4. Could the Project be scaled up without compromising its strategic interest?

For the DEW of Constantine and Sétif:

On February 25-26, there is interest to assessing local capacities.

1. Are waste streams properly characterized?
2. Do the municipalities have an appropriate operational budget?
3. Do EPICs have the technical capacity to manage sorting at source?
4. Is the Project perceived as realistic by local residents?

For SOPTE:

On February 25, there is interest to assess the bankability of the Project and actual industrial commitment.

1. Does the investment depend exclusively on financial profitability?
2. Has a minimum IRR threshold been set?
3. Is the land legally secure?
4. Are you ready to share the risk with the State?
5. Are you considering an industrial partnership?

For APC/EPIC (Constantine, El Khroub, Kasr El Abtal):

On February 25-26, there is interest to know the potential operational feasibility of the plants.

1. Is the existing infrastructure suitable?
2. Are citizens ready for sorting?
3. Is there an incentive mechanism?
4. Are the costs of differentiated collection sustainable?

For the Ministry of Industry:

On March 1, there is interest to ensure the PPP is the correct model to move forward with integrated waste collection.

1. Does the Ministry formally support SOPTE's participation?
2. Is the Project part of the country’s industrial policy?
3. Has the CPE been consulted?
4. Is State investment conditional on results of the feasibility study?

For the Ministry of Agriculture:

On March 1, there is interest to assess the need for natural fertilizer and the output potential of this Project.

1. Is there a structured demand for organic fertilizers?
2. Would the product be competitive with imported fertilisers?

3. Could a contractual mechanism be utilized to provide regular access of fertilizers from the plant to farmers?

For the Ministry of Interior, Local Authorities, and Transportation (MICLT):

On March 1, there is interest to assess the possibility of national extension.

1. Are the wilayas ready to replicate the model?
2. Is there a fiscal mechanism to support replication?
3. Is the Project aligned with territorial priorities?
4. Is there a characterization of waste by region?

APPENDIX J – AUDIT TRAIL

Annexed as a separate file

APPENDIX K – EVALUATION CONSULTANT AGREEMENT FORM

Evaluator 1:

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

Evaluation Consultant Agreement Form[26]

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

Name of Consultant: Roland Wong

Name of Consultancy Organization (where relevant)**:** _____

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

Signed at *Surrey, BC, Canada* on *26 February 2025*

[26] www.unevaluation.org/unegcodeofconduct

Evaluator 2:

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

Evaluation Consultant Agreement Form[27]

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

Name of Consultant: __Amine Akbi_____

Name of Consultancy Organization (where relevant)**:** _____

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

Signed at *Algiers, Algeria* on *16 March 2026*

[27] www.unevaluation.org/unegcodeofconduct

APPENDIX L – MTR FINAL REPORT CLEARANCE FORM

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: sofiane dih

Signature: DocuSigned by: sofiane dih 296AB289DECF4DC... Date: 29-avr.-2026

Regional Technical Advisor (Nature, Climate and Energy)

Name: Amal Aldababseh

Signature: Signed by: Amal Aldababseh CE9E55F8BEE048B... Date: 29-Apr-2026