



African Water Facility
Facilité africaine de l'eau

Mobilising Resources for Water in Africa
Mobiliser des ressources pour l'eau en Afrique



Language: English
Original: English
Distribution: Limited

Fostering Innovative Sanitation and Hygiene in Monrovia, Liberia

APPRAISAL REPORT

December 2012

African Water Facility | Facilité africaine de l'eau

African Development Bank | Banque africaine de développement

BP 323 - 1002 Tunis Belvédère – Tunisie

Tel: + 216 71 102 197 Fax: + 216 71 348 670

Email : africanwaterfacility@afdb.org

www.africanwaterfacility.org

TABLE OF CONTENTS

RESULT BASED LOGICAL FRAMEWORK ANALYSIS.....	IV
EXECUTIVE SUMMARY	1
1. BACKGROUND.....	2
ORIGIN OF THE PROJECT	2
1.2 SECTOR PRIORITIES	2
1.3 PROBLEM DEFINITION	4
1.4 OBJECTIVES OF THE PROJECT	6
1.5 BENEFICIARIES AND STAKEHOLDERS	7
1.6 JUSTIFICATION FOR AWF INVOLVEMENT	8
2. THE PROJECT	9
2.1 IMPACT	9
2.2 OUTCOMES	9
2.3 COMPONENTS AND OUTPUTS	9
2.4 ACTIVITIES	12
2.5 RISK MANAGEMENT	14
2.6 COSTS AND FINANCING PLAN	15
3. PROJECT IMPLEMENTATION.....	17
3.1 RECIPIENT	17
3.2 PROJECT ORGANIZATION / IMPLEMENTATION ARRANGEMENTS	17
3.3 IMPLEMENTATION SCHEDULE	18
3.4 PROCUREMENT ARRANGEMENTS	19
3.5 DISBURSEMENT ARRANGEMENTS AND EXPENDITURE SCHEDULE	21
3.6 ACCOUNTING AND AUDIT ARRANGEMENTS	22
3.7 SUPERVISION, MONITORING AND REPORTING ARRANGEMENTS	22
4. PROJECT BENEFITS	24
4.1 EFFECTIVENESS AND EFFICIENCY	24
4.2 SUSTAINABILITY	25
4.3 ENVIRONMENTAL AND SOCIAL IMPACT	26
5. CONCLUSIONS AND RECOMMENDATIONS.....	27
ANNEX 1: MAP OF MONROVIA SHOWING PROJECT COMMUNITIES.....	28
ANNEX 2: COST ESTIMATE	XXIX
ANNEX 3: IMPLEMENTATION SCHEDULE	XXXII
ANNEX 4A: SUMMARY IMPLEMENTATION CHART	XXXIII
ANNEX 4B: PROJECT ORGANIZATIONAL CHART (PIU)	XXXIV
ANNEX 5A: PROCUREMENT ARRANGEMENTS AND CAPACITY ASSESSMENT	XXXV
ANNEX 5B: FINANCIAL MANAGEMENT CAPACITY ASSESSMENT AND ARRANGEMENTS..	XXXVIII
ANNEX 6: JOB DESCRIPTION FOR PIU STAFF	XLV
ANNEX 7: DRAFT PROCUREMENT PLAN	LI

LIST of ABBREVIATIONS and ACRONYMS

AWF	-	African Water Facility
CBEs	-	Community Based Enterprises
CMTs	-	Community Management Teams
DA	-	Designated Account
EMUS	-	Emergency Monrovia Urban Sanitation Project
EPA	-	Environmental Protection Agency
FM	-	Financial Management
FMRs	-	Financial Monitoring Reports
FS	-	Fecal Sludge
GoL	-	Government of Liberia
IMPAC	-	Improved Primary Solid Waste Collection in Poor Communities of Monrovia
JMP	-	Joint Monitoring Program
LISGIS	-	Liberia Institute of Statistics & Geo-Information Services
LWSC	-	Liberia Water and Sewer Corporation
MCC	-	Monrovia City Corporation
MDGs	-	Millennium Development Goals
M&E	-	Monitoring and Evaluation
MIS	-	Monitoring and Information System
MOA	-	Ministry of Agriculture
MOF	-	Ministry of Finance
MOH	-	Ministry of Health
MOU	-	Memorandum of Understanding
MPW	-	Ministry of Public Works
NCB	-	National Competitive Bidding
NIWRM	-	National Integrated Water Resources Management
NGO	-	Non-Governmental Organization
PFMU	-	Project Financial Management Unit
PMM	-	Project Management Manual
PIU	-	Project Implementation Unit
PRSP	-	Poverty Reduction Strategy Paper
RAP	-	Resettlement Action Plan
SSP	-	Sector Strategic Plan
SWM	-	Solid Waste Management
ToR	-	Terms of Reference
UWSSP	-	Urban Water Supply and Sanitation Project
WASH	-	Water Sanitation and Hygiene
WSSP	-	Water Supply and Sanitation Policy

CURRENCY

Local Currency	:	Liberian Dollar (LRD)
1Euro (EUR, €)	:	99.34 LRD (ADB exchange rate June 2012) 0.84 UA

RESULT BASED LOGICAL FRAMEWORK ANALYSIS

Country and project name: Fostering Innovative Sanitation and Hygiene in Monrovia, Liberia.

Purpose of the project: Increase access to sustainable and affordable sanitation and hygiene services for the urban poor dwellers in Monrovia.

	RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline	Targets		
IMPACT	<p>Impact Improved quality of life through increased access to sustainable and affordable sanitation and hygiene services for the urban poor</p>	<ol style="list-style-type: none"> Number of reported cases of cholera Reduced urban child mortality/1,000 births Percentage of people practicing open defecation 	<ol style="list-style-type: none"> 1,070 reported cases in 2009 141 in 2008 30% of population in 2009 	<ol style="list-style-type: none"> 400 reported cases by 2020 < 100 by 2020 10% of population by 2020 	<ol style="list-style-type: none"> MOH/WHO Reports; Local Clinic / Health Center Data Liberia Demographic and Health Survey Data (LDHS) JMP Data 	<p>Risk: Political instability and fragility of Liberia</p> <p>Mitigation Measure: Government and all actors to ensure continuous dialogue and transparency</p>
OUTCOMES	<ol style="list-style-type: none"> Increased access to improved sanitation in poor urban settlements in Monrovia 	<ol style="list-style-type: none"> Percentage of people with access to improved sanitation Percentage of functional and environmentally safe Public Toilets No. of households with access to improved and shared septic tanks 	<ol style="list-style-type: none"> 50% in 2012 <3% in 2012 <10 in 2012 	<ol style="list-style-type: none"> 66% by 2016 20% by 2015 >100 by 2015 	<ol style="list-style-type: none"> Project Progress and Assessment Reports Project Monitoring & Evaluation Reports JMP/LDHS Reports EPA Reports LWSC and MCC Reports MoA Reports 	<p>Risk:</p> <ol style="list-style-type: none"> Lack of regulatory support from relevant sector ministries Community resistance to behavior change regarding improved hygiene and sanitation practices Users do not pay for septic tank de-sludging service FS Treatment and processing facilities do not function as expected; and private and public companies do not patronize use of the facility <p>Mitigation Measures:</p> <ol style="list-style-type: none"> Active participation of the WASH Consortium Community sensitization. Increased social marketing and media involvement in hygiene and sanitation related activities Enforcement of regulations on septic tank de-sludging and maintenance Adoption of BOT with plant testing to specified standards. Ensure competitive dumping fees and MCC enforcement of regulation and bye laws
	<ol style="list-style-type: none"> Improved Fecal Sludge (FS) collection and treatment in Monrovia 	<ol style="list-style-type: none"> Proportion of collected FS treated prior to disposal No. of public institutions actively involved in FS collection and treatment Proportion of FS collectors reporting profit from services in slum areas 	<ol style="list-style-type: none"> 0% collected FS treated in 2012 1 (LWSC) in 2012 0% in 2012 	<ol style="list-style-type: none"> 90% (4,000 cu. m) collected FS treated by 2015 3 (MCC, LWSC, FS Coll. Association) by 2015 40% by 2015 		
	<ol style="list-style-type: none"> Improved Reuse in Monrovia 	<ol style="list-style-type: none"> Percentage of treated FS processed as fertilizer. No. of public institutions active in FS re-use Proportion of FS fertilizer sold 	<ol style="list-style-type: none"> 0% in 2012 1 (MoA) in 2012 0% in 2012 	<ol style="list-style-type: none"> 70% by 2015 4 (MCC, MoA, EPA, FS User Assoc.) by 2015 70% by 2015 		

	RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES	
		Indicator (including CSI)	Baseline	Targets			
OUTPUTS	Component 1: Construction / Rehabilitation of Sanitation Infrastructure						
	1. Baseline studies and H.E campaigns undertaken to mobilize and sensitize communities	1. No. of communities mobilized and sensitized	1. Nil	1. 8 by 2014	1. Project Progress Reports	Risk: a) Unavailability of land for the construction of new public toilets b) Under estimation of the number and extent of damage of septic tanks to be rehabilitated in target communities c) Delay in completing feasibility studies, design and construction of FS treatment and processing facilities d) Insufficient demand for septic tank de-sludging subscription services e) Limited market demand for use of treated FS fertilizer f) CBEs and CMTs may have trouble grasping the concepts of the management model due to limited education and knowledge of basic business concepts	
	2. New public toilets constructed & existing ones rehabilitated	2. No. of constructed / rehabilitated public toilets	2. Nil	2. 4 / 8 by 2015	2. CBE, CMT and MCC Reports		
	3. Shared domestic septic tanks are constructed	3. No. of shared septic tanks constructed	3. Nil	3. 22 by 2015			
	4. Local artisans, CBEs and CMTs established and trained	4.1 No. of local artisans selected and trained	4.1 Nil	4.2 5 by 2014			
		4.2 No. of CBEs/CMTs established & trained	4.2 Nil	4.2 12 / 4 by 2014			
		4.3 No. of contracts/jobs created, % of which are women	4.3 Nil	4.3 12 contracts/36 jobs, >55% are women by 2014			
	Component 2: Collection & Treatment of FS						Mitigation: a) Actively seek out available government owned land or lots and allocate for the construction b) Detailed survey in collaboration with National Housing Authority, LWSC, and coordinated by MCC; and MCC soliciting of additional donor funding for rehabilitation program c) Timely procurement of consultancy and works contracts d) Enforce MCC environmental health regulations and monitoring e) Completion of a microbiological risk assessment to address health risk to consumers; Increased awareness through commercial and social marketing of the benefits and uses of FS fertilizer f) Tailor the training and capacity building modules to allow easy comprehension by the target audience
	1. FS collection vehicle and equipment provided	1. No. of new cesspool emptier /vacu tugs trucks operational	1. Nil	1. 1 / 2 by 2015	1. Project Progress Reports		
	2. FS treatment plant designed, constructed and properly managed	2. No. of FS treatment plant(s) constructed and operational	2. Nil	2. 1 by 2015	2. CBE, CMT and MCC Reports		
	3. FS waste collectors association established and strengthened	3. No. of association training sessions	3. Nil	3. > 2 per year by 2015			
	4. Contracted FS operator and MCC staff trained	4.1 No. of operator/MCC staff training sessions	4.1 Nil	4.1 4 / 4 by 2015			
		4.2 No. of operator contracts / jobs created, % of which are women	4.2 Nil	4.2 2 contracts/10 jobs, >20% are women by 2015			
	Component 3: Reuse						
	1. FS processing facility constructed	1. No. of FS processing facilities constructed	1. Nil	1. 1 by 2015	1. Project Progress Reports		
	2. Marketing & sales strategy prepared	2. Marketing and sales strategy approved	2. Nil	2. Yes, by 2015	2. CBE, CMT and MCC Reports		
	3. FS fertilizer produced & sold	3.1 Quantity of fertilizer sold	3.1 Nil	3.1 30 tons/year by 2015			
	4. Demonstration farms established	3.2 No. of contracts / jobs created, % of which are women	3.2 Nil	3.2 2 contracts / 9 jobs, > 55% are women by 2015			
5. FS fertilizer user association established	4. No. of demonstration farms established	4. Nil	4. 3 by 2015				
	5. No. of user association meetings	5. Nil	5. > 2 per year by 2015				

	RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES	
		Indicator (including CSI)	Baseline	Targets			
OUTPUTS	Component 4: Project & Knowledge Management	1.1 No. of PIU staff recruited	1.1 Nil	1.1 6 staff by 2013	1. Minutes of EMT/PSC meetings 2. Project Progress Reports 3. Approved Plans 4. Submitted Project Related Documents	Risk: Project implementation delays caused by procurement and contract administration/supervision requirements Mitigation: Adherence to project implementation and procurement plans and observance of applicable procurement procedures	
	1. Project management established and functional	1.2 No. of Project Steering Committee (PSC) meetings	1.2 Nil	1.2 6 by 2015			
	2. Detailed procurement and implementation plans approved and implemented; and project reports prepared and submitted	2.1 Approved procurement and implementation plans	2.1 Draft plans	2.1 Approved finalized plans			
	2.2 No. of Project Reports	2.2 Nil	2.2 1 Interim, 1 Audit & Progress Reports per year; 1 Completion & 1 Evaluation Reports				
KEY ACTIVITIES	COMPONENT DESCRIPTION / KEY ACTIVITIES				Cost (€)		
	Component 1: Rehabilitation and Construction of Sanitation Infrastructure				AWF	MCC/Other	Total
	1.Awareness campaign, mobilization and studies						
	2.Design and construction of public toilets and shared septic tanks						
3.Training of Local Artisans, CBEs and CMTs							
Component 2: FS Collection, Treatment				489,332	48,432	537,764	
1. Provision of collection of vehicles, franchised O & M, establishment of MCC sanitation fund, etc.							
2. Design and construction of FS treatment and processing facility; privatized O&M, performance monitoring, etc.							
3. Establishment and Training of FS Waste Collectors Association, Plant Operator, etc.							
Component 3: Reuse				70,962	1,614	72,576	
1. Development of marketing/sales plan, establishment of demonstration farms, quality testing, sales outsourcing, etc.							
2. Establishment and training of FS User Association							
Component 4: Project & Knowledge Management				255,678	73,778	329,456	
1. PIU Staffing, provision of logistics, finalization & implementation of plans, reporting, PFMU and management support							
2. Case studies, development and dissemination of knowledge products, etc.							
Contingencies (7.5%)				83,716	13,101	96,817	
Total Cost				1,200,000	187,779	1,387,779	

EXECUTIVE SUMMARY

Background: The rationale for the project is the urgent need to increase access to safe sanitation for the poor urban dwellers in Monrovia and other cities in Liberia; and to learn lessons for improved knowledge management that positively impacts on the lives of poor urban dwellers. Within the Liberian context, the Project demonstrates, in partnership with local government, a community driven innovative approach to deliver affordable and sustainable services along the sanitation value chain from collection through treatment and reuse, with derived economic benefits. The Project complements other ongoing donor interventions and contributes towards better municipal sanitation planning and builds donor confidence in Liberia as a Fragile State.

Objectives: The overall objective of the project is to increase access to sustainable and affordable sanitation services with improved hygiene and livelihood for Monrovia's urban poor. The specific objectives include (a) increase access to safe, sustainable and affordable sanitation services; (b) reduce the vulnerability of the urban poor populace to WASH related diseases caused by water contamination; (c) implement an effective, efficient and sustainable FS management system with production of affordable FS fertilizer to increase food security that is scalable.

Description: The project will be implemented in four components with AWF support.

Component 1: Construction and rehabilitation of sanitation infrastructure consists of activities to increase access to improved public toilets for residents in four slum communities; and includes awareness campaigns, baseline studies and technical assessments, design and construction of four new, and rehabilitation of eight existing public toilet facilities; design, construction and community management of twenty two shared domestic septic tanks for residents in four low income estate housing communities. The selection and training of (a) community based enterprises (CBEs) to manage operation of the public toilets, (b) community management teams (CMTs) to monitor performance of the CBEs, and (c) local artisans to properly construct the shared septic tanks contribute to enhance local capacity.

Component 2: Fecal Sludge (FS) collection and treatment provides a cesspool emptying truck and two vacu-tugs to increase capacity for FS collection, and a treatment facility to optimize treatment of collected FS within Monrovia. Adoption of a PPP model for O & M, along with staff training shall contribute towards sustainable delivery of services.

Component 3: Reuse provides a processing facility for FS fertilizer production, a marketing and sales strategy, establishment of demonstration farms and FS user association, and outsourcing of marketing and sales to a private company, among others for effective reuse.

Component 4: Project management involves project and knowledge management activities.

The project **direct beneficiaries** are the initial 540,000, and subsequently the 290,000 poor urban dwellers in informal settlements in Monrovia. The **indirect beneficiaries** include the LWSC, Private Sector Operators, CBOs, local NGOs, NHA and Sector Ministries. About 15 businesses and 55 new jobs will be created for the urban poor.

Cost and financing: AWF will co-finance the project along with the Recipient (MCC) and Beneficiaries. AWF funds will contribute € 1 200 000 representing 86.5% of the total project cost of € 1 387 779. The Recipient and Beneficiaries will together contribute the remaining € 187 779. The Project is expected to start in April 2013 for a total duration of 30 months.

Recommendation: It is recommended that an AWF Grant not exceeding € 1 200 000 be extended to MCC for the implementation of the project described in this report.

1. BACKGROUND

Origin of the Project

1.1.1 The project is the outcome of a proposal submitted by the Monrovia City Corporation (MCC) to the African Water Facility (AWF) in February 2012, following acceptance of MCC's response to a Call for Concept Notes launched by the AWF in September 2011. The project seeks to contribute towards resolution of the acute deficiencies in access to safe environmental sanitation services by dwellers in poor communities in Monrovia.

1.1.2 The long raging Liberia Civil War (1989 – 2003) that led to the loss of 150,000 lives and wanton destruction of property, and break down of law and order has had adverse impact on infrastructure development, particularly water and sanitation related services. At the end of the war (2003), access to adequate water supply and safe sanitation had dropped to 27% and 7%, respectively. Since then, the Government of Liberia and other development partners have been making investments in the sector to improve on the situation.

1.1.3 The JMP figures (2010) for Liberia suggest that 30% of the urban dwellers practise open defecation, 25% have access to unsafe sanitation and another 25% have access to shared facilities. In Monrovia City, the situation continues to deteriorate mostly in the un-sewered informal settlements that have over 70% of the City's urban population of 970,824 (LISGIS 2008 Census). The project adopts a community driven innovative approach to arrest the situation in targeted un-sewered settlements, enhances capacity for sustainable city wide fecal sludge management, and also complements the collaborative effort by the Government of Liberia and Development Partners to address the problem of continuous deterioration of WASH related urban infrastructure.

1.2 Sector Priorities

1.2.1 The Government of Liberia's (GOL) Poverty Reduction Strategy Paper, 2012 - 2017 (PRSP II) emphasizes four (4) strategic pillars for economic development. Strategic Pillar IV focuses on infrastructure and services and includes provisions for delivery of water supply, sanitation and health infrastructure. The GOL recently prepared the Liberia WASH Compact (2011) which has been endorsed by the President of Liberia - the current Goodwill Ambassador for WASH Africa. The PRSP II objectives and commitments under the WASH Compact have led to the preparation of the Sector Strategic Plan, 2011 - 2017 (SSP) in August 2011 to prioritize provision of improved and safe access to WASH in Liberia's urban communities.

1.2.2 The SSP recognizes the importance of WASH in realizing Liberia's Vision 2030 that seeks to achieve long term poverty reduction, development and growth; and also advocates targeting WASH interventions to communities with greatest needs. It identifies sector challenges that include limited access - mainly due to the high incidence of open defecation, fragmentation of institutional responsibilities, limited sector capacity, inadequate and non disaggregated budgets for WASH related activities, among others. To address these challenges, four (4) strategic objectives are defined that include (a) establishment and strengthening of institutional capacity to manage and sustain WASH services; (b) increase in equitable access to environmentally friendly and sustainable WASH services and promotion of hygiene sound hygiene behavior at scale; (c) establishment and strengthening of sector MIS; and (d) improvement of sector financing and financing mechanisms. The guiding principles for implementation include basic services for all, adoption of pro poor approaches,

service sustainability through cost recovery, private sector participation, and community well being through sound social and environmental management practices.

1.2.3 A recent study to assess WASH sector investment requirements indicate that the total estimated funding allocation for the Medium Term (2012 to 2015) amount to about USD 70.6 million, of which GOL will contribute about USD 11 million comprising 15.5%. The remaining amount of USD 59.6 million will be financed by donors. Comparatively, total funding requirements for the realization of the SSP amount to USD 232.8 million, suggesting a financial gap of USD 162.2 million. The effort by government towards resource mobilization cannot be over emphasized.

1.2.4 Key sector policies include the:

- a) *2009 Water Supply and Sanitation Policy (WSSP)* that emphasizes improved access to WASH in an affordable, sustainable and equitable manner to all Liberians based on considerations of equity, efficiency and environmental sustainability;
- b) *2009 National Integrated Water Resources Management Policy (IWRMP)* that provides the overarching framework for all water resource related sectors covering resources management and use including water for human consumption, food security and industry;
- c) *2010 National Environmental and Occupational Health Policy* that addresses issues relating to environmental ill health in Liberia;
- d) *National Environmental Policy* provides for integration of environmental considerations in sectoral, structural, regional and socio-economic planning at all levels, sound environmental management and protection practices, etc. The above mentioned policies and the GOL Technical Guidelines provide for delivery of sound urban sanitation across the country towards attainment of the MDGs by 2015.

In addition, the GOL's Solid Waste Letter of Sector Policy provides guiding principles that ensure accountability, cost recovery, public private partnership for efficiency gains, gender and environmental sensitivity.

1.2.5 Key sector institutions include:

- a) *Ministry of Lands, Mines and Energy*: Leads in policy formulation and has been responsible for the preparation of the IWRMP and the WSSP;
- b) *Ministry of Public Works*: The ministry is engineering focused and is responsible for the design, construction and maintenance of public infrastructure. The ministry leads the process of development of the PRSP for the WASH sector, and also leads sector coordination activities at the national level;
- c) *Ministry of Health and Social Welfare*: Responsible for health promotion, environmental and occupational health, hygiene education and development of sanitation facilities and sets standards for water quality control and environmental health; and coordinates with Ministry of Education for development of sanitation related infrastructure and software activities in schools;
- d) *Environmental Protection Agency*: Responsible for ensuring protection of the environment through enforcement and issuance of guidelines in collaboration with relevant line ministries;
- e) *Liberia Water and Sewer Corporation*: Responsible for water supply and sewerage services delivery in urban areas with population over 5,000 people.
- f) *Ministry of Planning and Economic Affairs*: Responsible for initiating and coordinating development policies, plans and programs, management of external cooperation agreements and programs, collaboration with external support agencies for development of projects in support of the PRSP, and collection and analyses of social and economic performance data;

g) *Ministry of Finance*: Mandated to carry out financial reporting, formulation of fiscal policies for financial planning, and disbursement of Government funds in accordance with legislative appropriations.

h) *Municipalities*: Responsible for delivery of municipal solid waste management and on site sanitation services in collaboration with relevant ministries and agencies.

1.2.6 Contextually, at the municipal level in Monrovia, the MCC has adopted the Toilets for Dignity Program (TFDP) that provides communal toilet and bathing facilities to improve access to safe sanitation in urban slums, along with improved solid waste management initiatives as part of their mandate to transform Monrovia into one of Africa's cleanest and greenest cities in the medium term.

1.2.7 The AfDB and World Bank Joint Assistance Strategy (2008 – 2012¹) (JAS) supports Liberia's transition from post conflict recovery to long-term development and enhances the policy and institutional framework to ensure that growth is increasingly pro-poor. The JAS, is fully aligned with the PRSP pillars and objectives, and allows the two institutions to better align their development programs, avoid duplication of efforts, and realize the benefits of combining their technical expertise. The JAS is consistent with ADF-11, and partly ADF-12 operational priorities and the Bank Group's Strategy for Enhanced Engagement in Fragile States, focusing on governance and capacity building and the rehabilitation and reconstruction of basic infrastructure. The project seeks to take advantage of the JAS to optimize use of available resources during project start up.

1.2.8 The project forms an integral part of the MCC and GOL's effort to improve access to safe sanitation in slums and informal settlements in Monrovia within the framework of existing national policies and strategies. The project is in line with the guiding principles of the Solid Waste Letter of Sector Policy, particularly with regard to outsourced privatized operations through engagement of CBOs and SMEs, and application of cost recovery mechanisms for sustainable operations. The project complements interventions by UN Agencies to improve hygiene, and ongoing sector investments that include, among others:

- Preparation of Sector Investment Program, and Implementation of the EMUS Project funded by the World Bank;
- Preparation of Sector Reform Study, and Implementation of the Monrovia Water Supply Rehabilitation and the Urban Water Supply and Sanitation Projects funded by the AfDB;
- Implementation of the IMPAC project funded by Gates Foundation.

1.2.9 The project offers an opportunity to GOL and Development Partners like the World Bank, AfDB, UNICEF, Gates Foundation, Oxfam, ECHO, DFID and Irish Aid to learn innovative lessons to improve on delivery of WASH related urban services in Liberia.

1.3 Problem Definition

1.3.1 In the wake of the Liberian Civil War, deliberate destruction of life and property led to the continuous deterioration of urban infrastructure. At the national level, by 2003, access to adequate sanitation infrastructure had declined to 7%. Since then, and in recognition of the need to improve environmental health and increase access towards meeting the MDGs, the GOL and Development Partners have been collaborating to improve the deplorable sanitation situation, particularly in Monrovia that has over 37% of the national population, and where about 70% of the urban population resides in slums and informal communities. The remaining

¹ Originally 2008 – 2011, extended by one year.

30% of the City's population is served by a municipal sewerage network covering over 50% of the land area and managed by the LWSC. The present condition of the network leaves a lot to be desired. The existing sewage treatment facility at Fiamah has been out of operation for several years. To facilitate treatment, the existing sludge drying beds have been converted into ponds with limited capacity to treat sewage from the network and FS delivered by cesspool trucks from de-sludging of communal and domestic Septic Tanks. Any future rehabilitation and or expansion of the network will imply increased sewage flows and likely poor effluent quality given the facility's limited treatment capacity.

1.3.2 The SSP recognizes the problem of open defecation in poor communities and the need to address the situation through multiple programming and institutional actions. In addition, in line with the 2009 WSSP and the SSP, WASH related strategic interventions to address the problem of inadequate access and poor environmental health must target such communities to have the desired impact. This is particularly necessary, as most recent major sector investments in Monrovia have mainly focused on the sewerage areas.

1.3.3 Several NGOs and private sector individuals have therefore been delivering Public Toilets and communal Septic Tank facilities. Due to problems of limited capacity and irregular de-sludging, the tanks usually overflow thereby causing spillage and environmental pollution. A 2005 water quality test on 150 water points showed that about 53% of the water points were contaminated with E-coli, which confirms the serious problem of groundwater pollution due to poor sanitation practices, particularly in informal settlements. The health implications in terms of the incidence of sanitation related diseases are significant. The 2008 LDHS report indicates diarrhoea prevalence of 19.8% among children below five years.

1.3.4 The sector challenges relating to fragmentation of institutional responsibilities, limited capacity and inadequate and non disaggregation of funds require both GOL commitment and external support to address in a sustainable manner. Action is required by the GOL to build donor confidence in Liberia as a Fragile State in order to stimulate mobilization of additional resources to meet the 2015 financing gap of over USD162 million for the WASH sector.

1.3.5 A recent study by the MCC in Monrovia that included Focus Group discussions and Willingness to Pay Surveys in targeted communities - where open defecation is practiced, and where low income working class residents have access to WC/ Septic Tanks, provided as part of government housing - showed that the problem of inadequate access in the slums and low income communities is attributable to the following, among others; (a) limited availability of sanitation infrastructure, (b) poor operation and maintenance practices due to lack of both private and public sector investments, and (c) the inability to pay for services due to low incomes.

1.3.6 In the communities practicing open defecation, existing public toilet facilities are poorly maintained or dysfunctional, and the on-site Septic Tanks for such facilities have limited capacity due to poor design and or construction. The tanks tend to fill up quickly from groundwater infiltration. The result is frequent de-sludging with attendant high and unsustainable operational costs. Almost 90% of respondents would pay LRD 5 (€ 0.06) per visit for access to improved public sanitation facilities.

1.3.7 In the low income government housing communities, a decentralized network of sewers service clusters of individual households. The sewers discharge into a central septic tank with eventual effluent discharge into the Mesurado River. The systems are dysfunctional due to blockage in several locations from long periods of neglect during the 14-year civil crisis. In spite of space limitation, residents have attempted to arrest the situation by

constructing individual household septic tanks that have limited capacity and without soak pits for wastewater disposal. Effluent is allowed to seep directly into ground media or spill to cause environmental pollution and fecal contamination of nearby wells used for domestic water supply. This results in the observed high incidence of sanitation related water borne diseases.

1.3.8 In addition, the tanks are manually emptied to avoid the excessive cost of mechanical emptying. Over 80% of respondents would pay US\$ 50 instead of the prohibitive US\$ 100 per trip for de-sludging (mechanical emptying) services. As a lot more households are unable to provide individual facilities due to space limitation and cost considerations, the need for provision of shared disposal facilities with shared management responsibilities cannot be over emphasized.

1.3.9 Increased access to safe sanitation in the slums and low income areas in Monrovia has implication for improved FS management. Incidentally, given the fragmentation of institutional responsibilities and limited capacity for delivery of sanitation services, the LWSC that is mandated to provide sewerage services in urban areas, have limited their sanitation services to sewered areas to the neglect of the un-sewered areas, where various onsite FS disposal methods are provided and the MCC collaborates with several government institutions and NGOs to provide improved services.

1.3.10 Currently, FS collection and transportation services are provided by the LWSC and a few private sector companies that operate individually. Together, they operate five (5) cesspool emptying trucks that are highly depreciated resulting in the present capacity limitation for haulage services, particularly during the rainy season. The AfDB funded UWSSP will assist the LWSC to improve Monrovia's water supply and rehabilitate and construct a number of public toilet facilities across the city. Improved water supply and increased observance of sound environmental sanitation practices is likely to increase demand for FS collection and disposal services in Monrovia, and may pose serious challenges in the near future. To address these challenges, it is necessary to increase FS treatment capacity within the City based on the decentralized approach recommended by the 2008 JICA Master plan for sanitation development in Monrovia.

1.3.11 The project therefore addresses the identified problem of limited availability of sanitation infrastructure, together with inadequate provision of fecal sludge management services in poor urban slums and low income communities to contribute towards improving access to safe sanitation and improved environmental health in Monrovia.

1.4 Objectives of the Project

1.4.1 The overall objective of the project is to increase access and delivery of sustainable and affordable sanitation and hygiene services for Monrovia's urban slum and working poor populace (about 540,000 people) thereby improving their quality of life. The specific objectives of the project include:

- Increase access to safe, sustainable and affordable sanitation services;
- Reduce the vulnerability of the urban slum and urban poor populace to WASH related diseases caused by water contamination resulting from open defecation and septic tank discharges;
- Implement an effective, efficient and sustainable FS management system with production of affordable FS fertilizer to increase food security that can be scaled up to cover the entire City of Monrovia, and can be replicated in other urban areas throughout Liberia.

1.4.2 The project adopts the guiding principles of the SSP for implementation that include adoption of a pro poor approach, cost recovery, private sector participation, and sound social and environmental management practices at the community and municipal levels. Lessons learnt from implementation of the solid waste management projects funded by the World Bank (EMUS) and the BMGF (IMPAC) will inform adaptation of the guiding principles for various actions under the project.

1.4.3 The project provides opportunities for lessons to be learnt regarding:

- a) community management of the delivery of improved sanitation services to the urban poor;
- b) cost recovery through user fees to finance 100% operation and maintenance, and part of capital costs; and
- c) FS management including production and sale of FS fertilizer for agricultural and horticultural uses.

1.5 Beneficiaries and Stakeholders

1.5.1 The *direct beneficiaries* of the project are initially the 540,000 people living in unsewered areas in Monrovia (comprising the 7,800 people in four slum communities, the 1,400 people in four government subsidized estate housing communities, and the additional 531,200 people served by the improved FS collection, treatment and processing services). The slum dwellers will benefit from the provision of public toilet facilities to reduce the high incidence of open defecation. The urban poor people living in the estate housing areas will benefit from provision of properly designed shared septic tanks and adequate de-sludging services to reduce effluent discharges and pollution of the immediate environment. In the medium to long term, up-scaling of the project is expected to benefit an additional 290,000 urban poor people living in other informal settlements in Monrovia, and ultimately in other urban areas in Liberia and beyond.

1.5.2 The project's *indirect beneficiaries* include: (i) LWSC, NHA; (ii) Private Sector Operators, CMTs, CBEs, local NGOs; (iii) Relevant Sector Ministries including Ministry of Public Works, Ministry of Agriculture, etc.

1.5.3 The following key stakeholder interests have been incorporated in the project design through a consultative process:

- (i) *Farmers*, as potential customers of FS fertilizer. This is based on studies and current small scale subsistence farming practices near the present FS disposal site operated by the LWSC;
- (ii) *Private Sector* collaborates through Corporate Social Responsibility (CSR) programs under which Private Corporations are willing to fund rehabilitation and construction of public toilets;
- (iii) *LWSC* currently operates a facility with limited capacity for fecal sludge treatment and disposal. Initially, as the MCC facility will not be available, the MCC will enter into a Memorandum of Understanding (MOU) with the LWSC to pilot treatment and disposal of collected FS at the facility;
- (iv) *Ministry of Public Works* is interested in increased sanitation coverage and the likely positive outcomes and opportunities for up scaling;
- (v) *Ministry of Agriculture (MoA)* promotes urban and peri-urban agriculture initiatives and is a large consumer of fertilizer;
- (vi) *Liberia WASH Consortium (NWSHPC)* that has interest in coordinating project interventions by various International Donors as part of their sector coordination responsibilities.

1.5.4 The *Project Target Area* covers the un-sewered low lying peri-urban areas of Monrovia City, and includes four (4) Bushrod island slum communities, namely, New Kru Town, Clara Town, Logan Town and Westpoint ; and four (4) Freeway low income housing estates, namely, Steven Tolbert, Barnesville, New Georgia, and Gardnersville.

1.6 Justification for AWF involvement

1.6.1 The project fits within the AWF mandate with links to *all three AWF strategic pillars* as follows:

- (i) ***Bankable projects for investments - Small strategic investment projects (Window 2):*** Strategic investments to improve the environmental quality and social acceptance of Public Toilet and Shared Septic Tank Facilities, and investments to improve FS management through improved collection, treatment and reuse. In addition, collection of User Fees to raise revenue for improved and sustainable operation and maintenance of facilities; competitive pricing that results in increased revenue from provision of improved FS collection and treatment services; and revenue derived from sale and reuse of end products ensure sustainability.
- (ii) ***Enhancing water governance:*** Adoption of an innovative and pro-poor approach to improve access through capacity building and engagement of CBEs and CMTs for provision of sustainable services; and raising of public awareness on WASH related environmental issues, and increased public private partnership to improve service delivery and overall sector performance.
- (iii) ***Promote knowledge management:*** The project contributes to peer learning and dissemination of information on best practices among sub-Saharan African countries.

1.6.2 The project addresses issues relating to cost recovery and sustainability along the value chain. This is illustrated by (a) the management of the Public Toilets by trained CBEs under the supervision of the CMTs with collection of User Fees, (b) the shared management responsibility of clusters of houses that own and contribute to the operation and maintenance of the Shared Septic Tanks, (c) the partnership arrangement between MCC and a private sector entity for running the purchased Cesspool Truck, (d) charging of Tipping Fees at the treatment site for Cesspool truck discharges, and (e) marketing and sale of FS fertilizer for reuse. Revenue accruing from FS fertilizer sales can be used to cross subsidize the operation and maintenance of the FS treatment and processing facilities, where necessary.

1.6.3 The project adds value through (a) adoption of the SSP strategic objectives and the tested pro poor approach to improve solid waste management in Monrovia supported by the World Bank and the BMGF, (b) better municipal level planning and implementation of on-site sanitation and decentralized FS treatment in a coordinated and integrated manner, (c) institutional strengthening of the MCC to play an effective role in better managing delivery of un-sewered sanitation, in collaboration with relevant institutions like the MOHSW, LWSC, etc., (d) increased access to improved sanitation and the complementarity with the AfDB and other donor interventions in Monrovia, (e) likely project implementation within the framework of the JAS, and (f) opportunities for knowledge sharing regarding adoption of pro poor approach, FS management, shared management of sanitation facilities, etc.

1.6.4 The project will contribute to create a favourable environment and build donor confidence in Liberia and municipal level actors like the MCC to stimulate sector resource mobilization. AWF funding will enable the project objectives to be achieved, and will support activities for capacity building, investments in storage, collection, treatment and reuse along the sanitation value chain, up-scaling and knowledge management.

2. THE PROJECT

2.1 Impact

2.1.1 The long term goal is to increase access to improved, sustainable and affordable sanitation services for the urban poor (initially, about 540,000 people), and (subsequently, an additional 290,000) living in slums and low income communities in Monrovia, Liberia.

2.1.2 The expected impact is improved quality of life for the urban poor living in Monrovia due to increased access to, and delivery of sustainable and affordable sanitation services.

2.2 Outcomes

2.2.1 There are three medium term outcomes expected from the project:

Outcome 1: Increased access to improved sanitation in poor urban communities;

Outcome 2: Improved Fecal Sludge (FS) collection and treatment;

Outcome 3: Improved Reuse.

2.3 Components and Outputs

2.3.1 The outputs corresponding to the outcomes define the project components as follows:

Component 1: Construction & Rehabilitation of Sanitation Infrastructure

2.3.2 Currently, environmental sanitation conditions in the urban slum communities are unsatisfactory. Public Toilets constructed by various NGOs and the Government of Liberia are in very poor condition or non-operable, mainly due to poor maintenance and long periods of neglect. This component will construct four (4) new public toilet facilities and will rehabilitate eight (8) existing facilities to increase access to improved sanitation for residents in four Bushrod slum target communities. All the twelve (12) public toilets shall be managed by selected and trained CBEs (Community Based Enterprises) under Franchised Agreement with the MCC. A user fee of (5 LRD) will be charged by the CBE towards operation and maintenance. Part of the profit accruing to the CBE shall be paid into a Sanitation Fund to be established by the MCC to further support sector operations.

2.3.3 The component will also provide twenty two (22) new shared septic tanks owned by clusters of households (up to five households per cluster) with shared management responsibilities to prevent the proliferation of poorly designed and environmentally polluting individual tanks, and to have a positive impact on the lives of poor working people living in four (4) target low income estate housing communities. Residents in these communities are unable to afford the cost of regular de-sludging or maintenance of their individual septic tanks. Typically, septic tanks are manually emptied and effluent discharges cause serious environmental pollution and public health risks.

2.3.4 This intervention will be a demonstration and will involve 30% capital cost contribution by beneficiaries. An application and review process shall be followed to pre screen potential beneficiaries in collaboration with the community leadership (Community Association). An account shall be set up into which the fully mobilized 30% community contribution by a cluster shall be paid. Matching funds amounting to 70% of capital costs shall be paid by the project to facilitate implementation. An Agreement shall be concluded between the MCC, the Community Association and the cluster of households for shared

household responsibility and contributions towards operation and maintenance, including periodic de-sludging of the facility.

2.3.5 Capacity Enhancement: Existing Public Toilets are poorly managed. To reverse the situation, this component empowers twelve (12) CBEs to properly operate and maintain public toilets through performance based contracts. The MCC has developed procedures for community based management of sanitation facilities, and these shall be adhered to. Four (4) trained CMTs will provide performance monitoring support services. The CBEs and CMTs shall be selected through local advertisement and trained in accordance with needs. Training of the CBEs shall include both technical and business management operations. Training of the CMTs shall include supervision, performance monitoring, conflict resolution, etc.

The related outputs are:

Output 1.1: Baseline studies and Hygiene Education campaigns undertaken to mobilize and sensitize communities.

Output 1.2: Four (4) new public toilet facilities constructed (one in each slum community) and eight (8) existing public toilet facilities rehabilitated (two in each slum community).

Output 1.3: Twenty two (22) new shared septic tanks constructed in four low income urban communities.

Output 1.4: Five (5) Local artisans, twelve (12) CBEs and four (4) CMTs established and trained.

Component 2: FS Collection and Treatment

2.3.6 Collection: The existing capacity for FS collection by the private sector is limited due to use of highly depreciated vehicles and equipment. The project will seek to increase FS collection capacity by providing a cesspool emptier truck and two vacu tugs. The truck and vacu tugs will be managed by the MCC under a lease purchase or hiring arrangement with a private sector entity. Appropriate and cost covering de-sludging fees shall be determined in collaboration with the MCC. The fee shall include a surcharge payable to the MCC (to be paid into the Sanitation Fund). De-sludging services in the Bushrod slum communities may be subsidized, where necessary.

2.3.7 Treatment: Adequate capacity for FS treatment will be provided to take account of the likely increased quantity of collected FS resulting from the provision of new and rehabilitated sanitation infrastructure under this and other complementary projects. The treatment facility will be provided at the same site as the sanitary landfill at Whein, and will have minimum capacity of about 200 cu. m per day to treat fecal sludges contributed by over 540,000 people. Management of the facility shall be outsourced to the private sector with adequate skills to ensure proper operation and maintenance. Tipping fees shall be charged for each truck delivery. The facility shall be patronized by the MCC cesspool truck and trucks belonging to others. The cost of operation and maintenance of the facility shall be covered mainly from the tipping fees.

2.3.8 Capacity Enhancement: To ensure proper operation and maintenance of facilities, relevant staff of both MCC and selected private sector operators for FS collection and treatment shall receive training in FS management, including operation and maintenance, performance monitoring, record keeping, basic accounting and finance, conflict resolution, etc. A memorandum of understanding shall be signed between MCC and LWSC for technical assistance in carrying out all activities relating to this component.

Related outputs are:

Output 2.1: FS collection vehicle and equipment provided.

Output 2.2: FS treatment plant is designed, constructed and properly managed.

Output 2.3: FS waste collectors association established and strengthened.

Output 2.4: FS collection and treatment operators, and MCC staff trained.

Component 3: Reuse

2.3.9 **Reuse:** Currently, about 95% of the fertilizer used in agriculture is imported. Adoption of FS fertilizer as an alternative, could partly substitute for imports, and could also be leveraged to stimulate sanitation solutions that protect environmental health. A facility to process FS into fertilizer and or compost will be provided next to the treatment facility. It is envisaged that about 70% of FS will be processed into fertilizer. Quality tests and setting up of demonstration farms in collaboration with the Ministry of Agriculture shall be carried out to stimulate confidence and generate demand. A marketing and sales plan shall be developed to facilitate sale of the processed FS fertilizer. Potential buyers include private companies like firestone (to support rubber plantations) and small scale farmers involved in urban agriculture. Revenue accruing from sales can be used to cross subsidize other activities, particularly treatment along the value chain. A feasibility study to determine the appropriate technology and design of both treatment and FS processing facilities shall be carried out prior to implementation.

Output 3.1: Marketing & sales strategy prepared.

Output 3.2: FS fertilizer produced, marketed and sold.

Output 3.3: Demonstration farms established.

Output 3.4: FS fertilizer user association established.

Component 4: Project Management

2.3.10 This component covers various actions towards effective management of the project. The capacity of the MCC for project management will be strengthened through engagement of relevant project management staff that will be provided with needed logistic support to facilitate their operations. The staff shall be responsible for preparation of project plans, reporting and achievement of all project milestones. Activities relating to information and knowledge management including project launch and close workshops, research and development, documentation and dissemination of project outcomes, etc., shall be carried out under this component.

Related outputs are:

Output 3.1: Project management unit established and functional.

Output 3.2: Detailed procurement and implementation plans approved and implemented, and project reports prepared and submitted.

Output 3.3: Knowledge management achieved.

2.4 Activities

2.4.1 Component 1: Construction & Rehabilitation of Sanitation Infrastructure

1. *Baseline studies (socio-economic, Knowledge, Attitude & Practices (KAP), etc.)* will be carried out in all target communities to provide relevant baseline data for planning and refinement of project interventions. Project achievements shall be assessed in relation to the baseline.
2. *Community mobilization through public awareness and hygiene education campaigns* shall precede all other project activities in the target communities. The MCC, acting through the Environmental Health Department shall be responsible for undertaking this activity in collaboration with the MOHSW. Project funds shall not be used to support this activity.
3. *Assessment, selection and costing* will be carried out for rehabilitation of selected public toilets. The MCC will collaborate with community leaders to rank and select public toilets for rehabilitation based on factors that include extent and tentative cost of rehabilitation, accessibility, geographical location, likely number of users, availability of water supply, expressed need and patronage by nearby residents, etc. Detailed assessment together with costing shall be undertaken for the top two on the ranked list of public toilets for each community. The services prescribed shall be undertaken by a consultant.
4. *Site acquisition, construction and rehabilitation of public toilets* will ensure that the relevant sites for construction of the new toilets are acquired and made available. A total of four (4) new toilet facilities shall be constructed and eight (8) existing facilities shall be rehabilitated in the four (4) Bushrod slum communities. It is expected that each community shall have two (2) facilities rehabilitated.
5. *Feasibility studies, including assessment and enumeration* shall be carried out to partly examine the condition and state of disrepair of the existing sewerage network, and to identify options for rehabilitation including costing; and based on an agreed sample size, to assess and enumerate existing domestic septic tanks in terms of their state of disrepair, environmental conditions including effluent disposal, sullage management, and the extent of proliferation of such tanks in neighbourhoods within a given community. This activity shall be carried out in the four (4) Freeway target communities in collaboration with the National Housing Authority, the MCC and the Community Associations. The outcome of this activity and the socio-economic baseline studies will inform design and costing of shared septic tanks for clusters of households, and will also inform design of any future interventions in such communities. A memorandum of understanding shall be signed between the MCC and the NHA for technical assistance in carrying out the assessments.
6. *Construction of shared septic tanks* will be carried out based on full payment of the beneficiary contribution of 30% of capital cost. A cluster of households shall agree to release part of shared available land space for the construction. It is envisaged that up to five (5) local small enterprises (Local Artisans) shall be selected and trained and awarded construction contracts on equitable basis. The MCC shall manage the construction in collaboration with the Community Association and respective beneficiaries. A total of twenty two (22) new facilities shall be constructed.
7. *Design and construction supervision* shall ensure that all facilities are constructed or rehabilitated in accordance with approved standard designs and technical specifications consistent with good engineering practice. This activity shall be carried out through consultancy services managed by the MCC.
8. *Selection and training* of CBEs and CMTs shall ensure sustainable operation and maintenance of facilities, and shall be carried out by the MCC based on their previous experience with solid waste management interventions. Selection shall be through local advertisement. Existing training materials shall be adapted for the purpose. The MCC shall provide venue and logistics for all training.

2.4.2 Component 2: FS collection and treatment

1. *Procurement of vehicle and equipment* for de-sludging purposes shall be carried out to procure one (1) cesspool truck, two (2) vacu tugs and one (1) pick-up through goods contract(s). The MCC shall follow the relevant AfDB procurement guidelines as specified in section 3.4.

2. *Site acquisition, feasibility studies, design and construction supervision* ensures that the site for construction of the treatment and processing facilities are secured is made available. A feasibility study will be carried out to examine the various technically feasible options for treatment and processing. The option to co treat effluent discharges from the treatment facility together with leachate in the existing leachate treatment ponds at the landfill site shall be examined. The most feasible and economic option will be selected to prepare detailed design and costing. The services of a consultant shall be engaged to carry out construction supervision as well.

3. *Construction, testing and commissioning of FS treatment facility* will involve preparation of tender documentation, open tendering, contract award and construction of works. Completed works shall be tested through pre runs for a specified period of 6 months, after which the facility shall be commissioned for full operations. A turnkey contract may be desirable to minimize performance risks.

4. *Establishment of Private FS Collectors Association* will facilitate better organization of FS management across Monrovia City. All existing private operators shall be encouraged to register with the newly established association and the MCC. The Association shall be responsible for negotiating tipping fees and emptying charges with the MCC, and shall ensure compliance with environmental regulations for FS disposal and payment of tipping fees by its members. Registered members shall be provided with training (one training session per year) to improve on their operational performance, based on a needs assessment. Appropriate training materials shall be developed for training in technical, environmental and financial management issues relating to FS management.

5. *Establishment of PPP for FS collection and treatment* will provide an opportunity for adequate operation and maintenance of facilities provide. Two (2) private operators, one each for collection and treatment shall be selected through a screening process based on their competences, after placement of an advertisement in the newspapers and notice boards of the MCC. The selected operators shall each sign an Agreement with the MCC for their operations. The FS collection operator shall operate and maintain the cesspool emptier and the two (2) vacu tugs to be provided under the project. The operator shall be a registered member of the FS collectors association, and shall be accountable to the MCC for all FS collection activities. The operator shall keep adequate records on service charges, number of trips, areas of service (mostly project target communities), daily mileage, monthly operation and maintenance and staff costs, monthly revenues, etc. Information obtained shall assist the MCC to define a mechanism for determining informed service charges in the near future to guide FS collection in the City. Similarly, the selected FS treatment operator shall operate and maintain the treatment facility in accordance with specified maintenance schedules under the overall supervision of the MCC. The incumbent shall ensure performance monitoring (quality testing) and shall maintain proper records on all activities and related costs for operation and maintenance.

6. *Training of Private Operators* shall ensure adequate operation and maintenance of the facilities. Both operators shall benefit from training to be provided by a consultant based on their assessed needs. Relevant staff of the MCC shall participate in all training sessions. About 4 operator training sessions shall be organized, and at least 10 MCC staff are expected to be trained.

2.4.3 **Component 3: Reuse**

1. *Design, construction, testing and commissioning of FS fertilizer processing facility* will involve design and preparation of tender documentation, open tendering, contract award and construction of works. Completed works shall be tested for at least three (3) months before commissioning. One (1) turnkey contract (BOT) may be awarded to cover both the treatment and processing works. The FS treatment operator can be made responsible for operation of the processing facility.
2. *Development of reuse marketing and sales strategy* is necessary to facilitate demand for reuse. The MCC shall engage the services of a consultant to carry out studies and to prepare the marketing and sales strategy. Collaboration with the Ministry of Agriculture and other relevant institutions will be necessary. The strategy will target both large and small scale farmers, and will be refined as progress is made in its implementation.
3. *Establishment of demonstration farms* will facilitate confidence building and stimulate demand. It is envisaged that at least three (3) demonstration farms shall be established in collaboration with the Ministry of Agriculture to demonstrate the efficacy of the reuse products.
4. *Promotion and sale* of the reuse products shall be out sourced to a private sector company through a service contract agreement with the MCC. All promotional activities shall be carried out by the company. Part of the profit accruing from the sales shall be paid to the MCC to support operation and maintenance of the treatment and processing facilities, and related services.
5. *Establishment of FS Fertilizer User Association* shall ensure that small and large scale farmers and horticulturists have a common voice and purpose to address issues relating to the quality and use of the FS fertilizer. The association shall be registered with and obtain technical support from the Ministry of Agriculture. It is expected that the association shall meet at least twice a year.

2.4.4 **Component 4: Project Management**

1. *Establishment and staffing of Project Implementation Unit (PIU)* involves recruitment of key project staff on contract to strengthen the MCC's capacity for project management. The AfDB procurement guidelines for recruitment of staff shall be followed (ref. 3.4.4). Logistics, including transport, office space, communication, etc., shall be provided.
2. *Finalization and approval of plans and project reporting* will ensure that the existing draft implementation and procurement plans are reviewed and finalized by the PIU following the AWF's no objection. The plans shall be detailed and shall cover all relevant project activities till completion. The plans shall be revised once every year. In addition, all relevant project reports and documents shall be prepared and submitted in accordance with the AWF reporting requirements (ref. 3.7.3).
3. *Knowledge Management* involves various activities like research and development, development and production of IEC materials, and launch and completion workshops to document and disseminate project experiences and outcomes. Most activities shall be carried out through consultancy services.

2.5 Risk Management

2.5.1 A number of risks that may hamper successful implementation and achievement of the desired objectives and outcomes of the project are presented in the log frame and analyzed along with others as follows:

<i>Risk</i>	<i>Impact on project</i>	<i>Mitigation Measures</i>
Political instability and fragility; Lack of support and buy-in by regulatory agencies leading to unsuccessful implementation and wider uptake.	Likely	Lobby, advocacy, dialogue and transparency among actors. Endorsement and active participation of the Liberia WASH Consortium
Community resistance to behavior change regarding improved access to sanitation and hygiene	Highly Likely	Community sensitization. Increased social marketing and media involvement in hygiene and sanitation related activities.
Insufficient demand for septic tank de-sludging subscription services	Likely	Enforce MCC environmental health regulations and monitoring.
Users do not pay for septic tank de-sludging services	Less Likely	Enforcement of regulations on septic tank de-sludging and maintenance.
Shortage of construction materials as a result of import restrictions	Less Likely	Enter into long term guarantee preferred supplier arrangements that observe the FISH Monrovia's tendering and procurement procedures.
Delay in hiring qualified PIU staff (lack of in-country capacity) that may cause initial implementation delays	Likely	The PIU of the EMUS project will handle the provisional activities through an MOU between EMUS and the MCC for initial project activities until staff recruitments is completed for FISH Monrovia.
FS Treatment and processing facilities do not function as expected; and private and public companies do not patronize use of the facilities	Less Likely	Adoption of BOT with plant testing to specified standards. Ensure competitive dumping fees and MCC enforcement of regulation and bye laws
Contractors pull out of the project without due notification or fail to comply with terms of contract	Likely	Conditions of Contract will make clear the contractor's obligations. Contracts shall be subject to strict administration and supervision.

2.6 Costs and Financing Plan

2.6.1 The estimated total cost of the project is € 1 387 712 of which 13.5% is in local currency equivalent. Total costs include provision for 5% physical contingencies and 2.5% price escalation contingencies, and exclude taxes. A breakdown of the proposed financing plan by Project Component and Source of Financing is summarized in Table 2 with details shown in Annex 2. Table 2.1 below provides an overview of the estimated costs by category of expenditure, and Table 2.2 provides estimated unit investment costs for the different sanitation infrastructure provided.

2.6.2 The AWF will finance 86.5% of the total project costs (estimated at € 1 199 933), mainly for the provision of infrastructure and related consultancy services for baseline and feasibility studies, design and supervision, training, knowledge and project management. The MCC and beneficiaries will finance the remainder amounting to € 187 779, mainly for land acquisition, awareness campaign and community mobilization, support staff, office space, utilities, and beneficiary capital cost contribution.

Table 2: Project Cost Estimates by Component and Sources of Financing (in '000 Euros)

Component	Total Cost	AWF	MCC	OTHER
1. Construction & Rehab. (Public Toilets & Septic Tanks)	349	298	20	31
2. FS Collection and Treatment	538	489	48	
3. Reuse	75	73	2	
4. Project & Knowledge Management	330	256	74	
Total Base Cost	1,291	1,116	144	31
Physical Contingency (5%)	65	56	7	2
Price Contingency (2.5%)	32	28	4	1
Total Project Cost	1,388	1,200	155	33
Percentage	100%	86.5%	11.1%	2.4%

Table 2.1: Project Cost by Category of Expenditure (in '000 Euros)

Category of Expenditure	Total Cost	AWF	MCC / Beneficiaries
		FC	LC
Works	590.9	552.1	38.8
Goods	248.6	208.2	40.4
Services	149.7	123.9	25.8
Training	28.3	28.3	-
Project & Knowledge Management	273.6	203.9	69.7
Total Base Cost	1,291.0	1,116.3	174.7
Contingency 7.5%	96.8	83.7	13.1
Total Project Cost	1,387.8	1,200.0	187.8
% Contributions		86.5%	13.5%

Table 2.2: Sanitation Infrastructure Unit Costs (in Euros)

Description	No. of People Served per day	Unit Cost	Per Capita Cost
<i>Construction of New Public Toilet (10 stances)</i>	650	20,180	31.0
<i>Rehabilitation of Existing Public Toilet (10 stances)</i>	650	10,090	15.5
<i>Construction of Shared Septic Tank (5 households)</i>	64	4,843	75.7
<i>Construction of FS Treatment & Processing Facility</i>	540,000	282,520	0.5
Description	No. of Trips Per day	Capital Cost Per Day	Capital Cost Per Trip
<i>FS Collection Truck (Cesspool Emptyer) - 7 cu m capacity</i>	6	51.7	8.6
<i>FS Collection Truck (Vacu tug)</i>	5	10.2	2.0

Note: Service life of truck: cesspool emptyer – 7 years; vacu tug – 5 years

3. PROJECT IMPLEMENTATION

3.1 Recipient

3.1.1 The Monrovia City Corporation (MCC) will be the Grant Recipient and Executing Agency. The MCC was created by an Act of Legislature in 1973 to operate as a Municipality with the mandate to ensure a clean and healthy living environment for residents. The Municipality has three separate but coordinated branches as follows:

- The City Council - executes legislative functions and members are appointed by the President of Liberia. The City Mayor serves as the Council Chairman;
- The Mayor - the Chief Executive Officer responsible for managing the day-to-day affairs;
- The City Court - the judicial arm of the City.

3.1.2 The MCC employs about 295 staff, of whom 97 are female. The Corporation generates about US\$ 0.75 million each year and also receives US \$1 million annually as subvention from the GOL.

3.1.3 The MCC is currently implementing two environmental sanitation projects. The first, EMUS that costs US\$ 22 million, is funded by the World Bank and includes provision of solid waste management (SWM) services, construction of a sanitary landfill with two transfer stations, and capacity strengthening of the MCC for improved revenue administration, financial and technical management of SWM services delivery. The second, IMPAC, is funded by the Bill Gates Foundation with a grant of US\$ 5 million, to provide domiciliary waste collection services and to build social and institutional capacity for sustainable solid waste management. The MCC manages both projects through PIUs that have adequate technical capacity.

3.2 Project Organization / Implementation Arrangements

3.2.1 The planned organizational arrangements for implementing the project are presented in Table 3 and Annex 4. A Project Steering Committee (PSC) that will be chaired by the Mayor of Monrovia shall comprise seven members representing various stakeholders and relevant sector ministries. The PSC shall meet once a month for the first three months, and thereafter, shall meet quarterly to review project progress and provide general guidance and oversight of project execution.

3.2.2 To ensure coordination of project activities with those of other ongoing MCC projects, an existing Executive Management Team (EMT) comprising the Mayor, Departmental Directors and the Project Managers for EMUS, IMPAC, will be expanded to include FISH Monrovia. The EMT will provide operational guidance and manage allocation of resources for activities under the various projects. The EMT shall have monthly meetings or as necessary. The MCC Program Development and Coordination Office (PDCO) shall provide coordination support services.

3.2.3 A Project Implementation Unit (PIU) consisting of a full time Project Manager and assisted by a team of multi-disciplinary staff with extensive experience in project management, procurement, communication, training, business development and monitoring and evaluation shall be established. The PIU will be staffed through competitive and transparent recruitment, and will be provided with office space in the City Hall and will report to the Mayor. Grant funds will be managed by the PFMU of Ministry of Finance that

currently provides financial management support to other ongoing donor funded projects. A recent AfDB assessment of the PFMU’s capacity is presented in Annex 5B.

3.3.4 The main duties of the PIU will focus on project management and procurement, and will include the following, among others: (i) project coordination among stakeholders, viz.: MCC, MoF (PFMU), AWF, NWSHPC, LWSC, etc.; (ii) procurement of consulting services, goods and works; (iii) processing payment requests through the PFMU; and (iv) preparation of project reports. The above listed functions are elaborated in the MCC Project Management Manual (PMM) that serves as an operational guide for all donor funded projects.

Table 3: Implementation Arrangements

Role	Organization	Project Responsibility
Recipient/Executing Agency	Monrovia City Corporation	Receives and administers funds, overall project management and coordination, procurement of goods, services and works.
Sector Coordinating Partner	Liberia Wash Consortium	Ensures sector co ordination and alignment.
Collaborating Partners	LWSC	Technical support, and training of relevant MCC, CBE and private operator staff; Initial assistance to manage FS treatment and reuse facilities.
	EMUS	Technical assistance to FISH Monrovia.
	IMPAC	Technical assistance to FISH Monrovia.
National Government	MoPW – Ministry of Public Works; MoA–Ministry of Agriculture	Policy, strategy formulation, planning and monitoring.
Private Sector	Private companies; individuals	Support delivery of sanitation services along value chain.
Community	CBEs, CMTs, Resident Associations, households	Participation in management of project activities at the community level; CBE operation and maintenance of public toilets; shared septic management by Residents Association and individual households.
End use	Small scale farmers, individuals	Participation in testing and use of organic fertilizer, etc.

3.3 Implementation Schedule

3.3.1 The Project is expected to commence in April 2013 and executed over a total duration of 30 months. Signing of the Grant Agreement is planned for February 2013 which allows two months for Grant Effectiveness and AWF first disbursement. The summarized project implementation schedule is presented in Table 4. A detailed schedule is presented in Annex 3.

Table 4: Implementation Schedule Summary

Component / Activity	Duration											
	2013				2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Grant Agreement, Effectiveness and Project launch	■	■										
Component 1	■											
Baselin Studies, awareness campaign and community mobilization	■											
Assessment, selection, costing, design construction & rehab. of public toilets	■											
Feasibility studies, Assessment, design & construction of shared septic tanks	■											
Component 2	■											
Procurement of vehicle and equipment	■											
Site acquisition, feasibility studies, design & construction supervision	■											
Selection and training					■							
Construction, testing & commissioning of FS treatment facility					■							
Component 3	■											
Construction, testing & commissioning of FS fertilizer facility					■							
Marketing & sales strategy, demonstration farms, sales and User Assoc.									■			
Component 4	■											
PIU staffing, plan finalization, implementation & knowledge management	■											

3.4 Procurement Arrangements

3.4.1 Procurement of goods, works and consultancy services financed by AWF shall be in accordance with the *AWF's Operational Procedures*, the Bank's *Rules and Procedures for Procurement of Goods and Works*, and *Rules and Procedures for the Use of Consultants*, and based on the relevant Bank Standard Bidding Documents. The Procurement arrangements for the project are summarized in Table 5 below.

Table 5: Procurement Arrangements (in million Euros)

Description	NCB	Other*	Shortlist	Non-AWF Funded	Total
WORKS	0.456	0.096		0.039	0.591
1.1 Construction/Rehabilitation of Public Toilets	0.161				0.161
1.2 Construction of Shared Septic Tanks		0.080		0.027	0.107
1.3 Construction of FS Treatment Plant, Access and Fertilizer Processing Facility	0.295			0.012	0.307
1.4 Establishment of Demonstration Farms		0.016			0.016
GOODS		0.208			0.208
2.1 Cesspit Emptier Truck		0.130			0.130
2.2 Vacu Tags Trucks		0.037			0.037
2.3 Pick-up Truck		0.031			0.031
2.4 Office Furniture and Equipment		0.010			0.010
SERVICES			0.124	0.006	0.130
3.1 Baseline Studies; Development of FS Marketing Plan & Sales Strategy			0.013	0.002	0.015
3.2 Assessment, Selection & Costing for Rehabilitation (Public Toilets); Feasibility Studies (Septic Tanks); Design and Construction Supervision (Public Toilet and Septic Tanks)			0.033	0.004	0.037
3.3 Design & Construction Supervision of FS Treatment Facility			0.052		0.052
3.4 Research and Development, Quality Testing (Water, Effluent and Fertilizer)			0.026		0.026
TRAINING			0.028		0.028
4.1 MCC Training/Capacity Development			0.004		0.004
4.2 CBE Training (management client services, O&M of Public Toilets)			0.008		0.008
4.3 CMT Training (Conflict Resolution, M&E, etc.)			0.004		0.004
4.4 Local Artisan Training			0.004		0.004
4.5 Private Operator Training (Collection and Treatment)			0.005		0.005
4.6 FS Collectors Association Training			0.003		0.003
PROJECT MANAGEMENT		0.204		0.070	0.274
Sub Total	0.456	0.508	0.152	0.115	1.231
Contingency (5% Physical, 2.5% Price)	0.034	0.038	0.012	0.009	0.093
TOTAL	0.490	0.546	0.164	0.124	1.324
TOTAL AWF FUNDED		1,200			

* Other may be Shopping or GoL Procedures.

3.4.2 **Works:** The procurement of works valued at a total of € **0.592 million** will be carried out. National Competitive Bidding Procedures (NCB) will be carried out in two packages

estimated at € **0.161 million** for construction and rehabilitation of public toilet facilities and € **0.307 million** for construction of the FS Treatment Facility, Access Roads to Treatment Facility and construction of FS Fertilizer Processing Plant. The works are available locally at prices below the international market. Procurement valued at € **0.107 million** for construction of shared septic tanks shall be awarded to qualified local community organizations and/or NGOs through shopping. In addition, € **0.016 million**, related to the establishment of demonstration farms will be done through shopping. These works are unlikely to attract bids from outside Liberia due to their nature, location, sizes and implementation scheduling.

3.4.3 **Goods:** The acquisition of goods valued at a total of € **0.208 million** will be carried out. This procurement will be in two packages; one package (two lots) estimated at € 0.167 (0.130 million for a Cesspit Emptier Truck, € 0.037 million for vacu tugs) and € 0.031 million for a pickup truck. Another package estimated at € **0.010 million** for IT equipment & office equipment. For the cesspit emptier truck, vacu tugs and pick-up truck, procurement shall be done using shopping but shall include regional vendors. Furniture & IT equipment shall be procured using shopping. These goods are readily available off the shelf goods in Liberia.

3.4.4 **Consultancy Services:** The acquisition of consultancy services amounting to € **0.124 million** will be procured. Procurement of design and construction supervision (public toilets and septic tanks), design of FS treatment facility and construction/ supervision of treatment facility shall be through shortlisting of consulting firms using QCBS. All other procurement related to studies, development of FS fertilizer marketing and sales strategies, as well as Project Manager shall be through shortlisting of individual consultants.

3.4.5 **Training:** Training at an aggregate cost of € **0.028 million** for MCC capacity development, Local Artisan, Private Operator, CBE and CMT Training, shall be procured. Training institutions will be procured through shortlisting using quality and cost based selection (QCBS) quality or consultants' qualifications (CQS).

3.4.6 **Project Management:** Expenditures during the project implementation including office supplies, utilities, consumables, advertising expenses, internet service, communication, fuel, maintenance and insurance of vehicles, costs related to staff travel, etc., will be procured through the Government of Liberia (GoL) procedures acceptable to the Bank.

3.4.7 Contracts for Consultancy Services or Works of value higher than € 50 000 will be subject to prior review by the AWF. The following documents are subject to review and approval by the AWF: Specific Procurement Notices (SPN), tender/ bid documents or requests for proposals from consulting firms, tender/bid evaluation reports or reports on evaluation of consultants' proposals. Advertisement of the procurement shall be placed on the UNDB online and the Bank's website.

3.4.8 Contracts for Consultancy Services or Works of value less than € 50 000 will be subject to post review by the AWF, and will be processed under the full responsibility of MCC. Ex-post technical verification and ex-post financial control systems will be used in these instances to enable MCC to expedite procurement of goods, works and to acquire consulting services. Procurement documents including SPNs, tender/bid documents or request for proposals, tender/bid evaluation reports as well as signed contracts will be kept by MCC for periodic review by the AWF supervision missions or special audits. The publication of the announcement may be limited to national or regional newspapers. However, any eligible consultant, being regional or not, shall be considered if they express their desire to be short-listed.

3.4.10 Review Procedure: Draft Contracts will be subject to the Bank’s approval, if they have been amended from the original drafts included in the tender documents. The Bank’s no-objection for consultancy technical proposals’ evaluation report will be required before the financial evaluation is carried out.

3.4.13 Executing Agency Procurement Capacity: The MCC does not have a Procurement Department; and adopts a simple system for keeping procurement records without any documented filing protocol or archiving policy. Procurement Staff of the two projects funded by the Bill and Melinda Gates Foundation and the World Bank provide support for MCC procurement activities. A qualified procurement expert shall be hired to carry out all procurement activities under the project. In addition, the MCC shall assign qualified staff to work alongside the expert as an assistant, and shall take advantage of the procurement capacity enhancement initiatives under the UWSSP.

3.4.15 Procurement Plan: AWF shall review the procurement arrangements proposed by the Recipient in the Procurement Plan for its conformity with the Grant Agreement and its Rules. The Plan shall cover an initial period of at least 18 months, and shall be updated on an annual basis or as necessary always covering the next 18 months period of project implementation. AWF shall give prior approval to any proposed revisions to the Plan.

3.5 Disbursement Arrangements and Expenditure Schedule

3.5.1 The AWF funds will be disbursed using the Special Account method of disbursement, in line with the Bank rules and procedures. The AWF funds will be channelled through the PFMU, who will open a Special Account denominated in Euro in a bank acceptable to the AWF on behalf of the MCC. The MCC shall co sign on the Account.

3.5.2 The proceeds of the Grant shall be disbursed by the AWF in three tranches, based on the implementation schedule and progress with estimated amounts as shown in Table 6. The first tranche will be disbursed when the conditions for Grant Effectiveness are met, estimated to be within three months of grant signature. The second and third tranches will be disbursed upon draw down of the Special Account estimated to be within 8 and 16 months after grant signature.

Table 6: AWF Expenditure and Disbursement Schedule (Amount in million Euros)

Category of Expenditures	Tranche 1	Tranche 2	Tranche 3	Total
Works	0.221	0.221	0.111	0.553
Goods	0.083	0.083	0.042	0.208
Services	0.049	0.049	0.025	0.123
Training	0.011	0.011	0.006	0.028
Project Management	0.082	0.082	0.040	0.204
Sub Total	0.446	0.446	0.224	1.116
Contingencies (7.5%)	0.033	0.033	0.017	0.083
Total	0.479	0.479	0.242	1.200
Percentage	40%	40%	20%	

3.5.3 Obligations of the AWF to make the first disbursement of the Grant shall be conditional upon the opening of a Special Account, the nomination acceptable to the AWF of the Project Manager and Procurement Specialist, preparation of an implementation plan (including a procurement plan), and presentation of memoranda of understanding with

concerned institutions. Supporting documentation for replenishment of the Special Account before disbursement of the second and third tranches will be a statement of expenditure (SOE) of funds supported by bank statements, justifying that at least 50% of previous disbursement has been utilized. For the second tranche, an updated work program and cost for the remainder of the project and evidence for co-financing as defined has to be included. For the release of the last tranche, justifications covering at least 50% of the 2nd tranche and the remaining unjustified portion of the first tranche shall be submitted.

3.5.4 Additionally, the last tranche would be released not later than six months to the grant closing date. The last tranche shall be justified within three months after the grant closing date. All detailed documents related to utilization of AWF funds will be held by the PFMU and the MCC for subsequent verification and confirmation by the external auditors.

3.6 Accounting and Audit Arrangements

3.6.1 The PFMU shall be responsible for the financial management of the project. A financial management (FM) capacity assessment of the PFMU concluded that the residual FM risk for the proposed project is Moderate (ref. Annex 5B), and the FM capacity is adequate to meet the project requirements. Due to MCC capacity limitation, the PFMU will provide on the job training for seconded staff of the MCC under a Memorandum of Understanding (MOU) to be signed between the PFMU and MCC to enhance MCC capacity for FM.

3.6.2 The PFMU uses Sun Accounting software system to capture and report on financial transactions of a number of projects, including AfDB funded ongoing projects. The PFMU has sufficient qualified and experienced financial management staff that will maintain an accounting system and books of account specifically for the AWF project, and shall prepare quarterly financial statements in accordance with ADB procedures on behalf of the MCC. These statements will be submitted together with the quarterly progress reports. All payments will be endorsed by the Project Manager. Segregation of duties shall be maximized between authorising, accounting and control functions.

3.6.3 Two audits are expected to be carried out by an external auditor recruited by the AWF: an interim audit approximately one and a half years after project commencement, and a final audit at the end of the project. The AWF will recruit and retain an auditor for this purpose, and the cost of the audit shall be paid from the AWF administrative budget, and not from this Grant.

3.7 Supervision, Monitoring and Reporting Arrangements

3.7.1 The AWF's supervision of the project will include regular communication and correspondence with the MCC, as well as review of the Quarterly Progress Reports and other documents. AWF may undertake field supervision missions whenever necessary. Two annual supervision missions are anticipated.

3.7.2 A project monitoring system will be developed at inception to track project progress and performance. A comprehensive M&E plan will be prepared and submitted to the AWF after Grant approval. The LFA shall serve as the basis for a results based assessment of the outputs of the project during implementation and after completion. The key indicators for monitoring progress of project implementation and overall performance as identified in the LFA will be further elaborated to prepare a detailed Implementation Plan. The M&E framework will align with the existing M&E system developed under the World Bank funded

EMUS project. The M&E activities will be carried out based on the RBM reporting and feedback process.

3.7.3 The Recipient shall submit to the AWF the reports/documents noted in Table 7. The project completion report (PCR) shall include details on project activities and a comprehensive expenditure report on the utilization of the Grant. Preparation of the PCR shall commence on achievement of 85% disbursement of Grant Funds. All documents shall be transmitted to the AWF in soft and hard copies.

Table 7: AWF Reporting Requirements

Documents to be Submitted to the AWF	Reporting Schedule	AWF Action
1. Implementation and Procurement Plan	Within one month after Grant approval	Review and approval
2. Procurement Documents (various)	As noted in Procurement Plan	Review and “no objection”
3. Quarterly Progress Report in AWF format (with report on expenditures)	Within two weeks of end of quarter	Review and comment
4. Annual Report including audited accounts	End of 1 st quarter of following year	Review and comment
5. Project Completion Report in AWF format	Within 3 months after end of project.	Review and acceptance
6. Minutes of Project Management Meetings	Within 10 days of meeting	Review and comment
7. Minutes of other project related meetings/Stakeholder Dialogue, etc.	Within 10 days of meeting	For information

4. PROJECT BENEFITS

4.1 Effectiveness and Efficiency

4.1.1 The project is fully in line with relevant policies like the PRSP II, the 2009 National Water Supply and Sanitation Policy, Liberia WASH Compact and the SSP strategies. The project objectives are expected to be met with the AWF contribution. Project activities will apply an effective approach to provide sustainable FS management services.

4.1.2 The establishment of CBEs whose operational performances are overseen by the CMTs, the signing of service agreements with home owners for periodic servicing of their Septic Tanks by the MCC, adoption of least cost FS treatment and fertilizer production options, ensure effective and efficient management of fecal sludge in the pro poor urban areas. In addition, institutional anchoring of the sanitation value chain and adequate knowledge management through learning, documentation and sharing of project related experiences enhance the efficiency of services delivery.

Table 8: Effectiveness and Efficiency

Objective	Description
Increase access to safe, sustainable and affordable sanitation services	Increasing hygiene awareness together with the rehabilitation of eight (8) existing, and construction of four (4) new Public Toilets in the four (4) slum areas will enhance access to safer sanitation. The adoption of community based management arrangements through use of CBEs overseen by CMTs, will promote proper and accountable management of the facilities, thereby ensuring sustainable and affordable access to safe sanitation services for poor slum dwellers.
Reduce the vulnerability of the urban slum and urban poor populace to WASH related diseases caused by water contamination resulting from open defecation and septic tank discharges.	<p>As earlier noted, 53% of water quality testing of 150 wells in Monrovia showed evidence of E coli contamination, suggesting serious fecal pollution due to poor environmental sanitation practices. The high incidence of sanitation related diseases like cholera (1,070 cases in 2009) and child mortality (141 per 1,000 births in 2008) can be ascribed to poor environmental sanitation. Provision of the twelve (12) Public Toilet Facilities will contribute to effectively reduce or eliminate the high incidence of open defecation, which is a major contributory factor to the environmental pollution of nearby water bodies (sources of unsafe water supply) with fecal matter.</p> <p>Due to the high cost of de-sludging services, most existing Septic Tanks are irregularly de-sludged resulting in uncontrolled and environmentally unacceptable effluent discharges to pollute both surface and ground water in the low income housing areas. Provision of shared septic tanks with contracted regular de-sludging as demonstration, coupled with effective environmental monitoring, awareness creation and appropriate sanctioning will contribute to reduce the effluent discharges from the several poorly designed individual Septic Tanks thereby contributing to reduce the high incidence of cholera in such communities.</p>
Implement an effective, efficient and sustainable FS management system with production of affordable FS fertilizer.	<p>Provision of Cesspool Emptier services, charging of CMT regulated user fee of € 50 per trip, and overall MCC monitoring and control of services, will facilitate patronage of an effective and efficient desludging service in the affected communities.</p> <p>In addition, collected sludge will be treated at the designated treatment and disposal facility. Digested sludge will be co composted with solid waste or processed as fertilizer pellets for use by horticulturist, individuals and farmers. Existing cultural habits that negatively affect ready use of such products will be overcome through pilot farm demonstrations, increased focus group discussions and sensitization.</p>
Scale up to cover the City of Monrovia; and disseminate and replicate in other cities in Liberia and beyond.	The project activities will be scaled up with MCC and other donor support to cover the entire City of Monrovia. Lessons learned on socio-economic impacts will be documented along with the innovative approaches and technologies adopted and incorporated in advocacy for dissemination and replication in other Liberian cities and elsewhere.

4.2 Sustainability

4.2.1 Initial consultations with stakeholders like WASH Consortium, LWSC, beneficiary communities, relevant sector ministries, etc., have resulted in increased enthusiasm and commitment for project implementation. This commitment will be further enhanced and sustained through active community involvement in performance monitoring, and delivery of hygiene education and community awareness programs; MCC's timely provision of needed resource inputs, and continuous stakeholder dialogue, among others.

4.2.2 The enabling environment has been created that allows peaceful transition from one democratic dispensation to the other, thereby reducing the risk of political instability. Timely acquisition of land permits and environmental clearances for project related activities, and the achievement of behavioural change among community members will contribute towards sustainable implementation of the project.

4.2.3 At the community level, the arrangement to establish and engage trained CBEs to operate and maintain Public Toilet Facilities, whose activities are monitored by trained CMTs (comprising community leaders and members - women, youth, men), and the charging of user fees will ensure long-term availability of skilled labour and the needed financial resources for sustainable operation and use of the Toilet Facilities. MCC's signing of de-sludging service agreements with beneficiary households, payment of affordable and cost covering service charges, provision of additional vehicle(s) and equipment to increase the existing de-sludging capacity and MCC's partnership arrangement with a private sector entity for running the provided vehicle (s) will contribute to the sustainable delivery of sludge collection and transportation services in Monrovia.

4.2.4 At the municipal level, trained personnel of the MCC's Waste, Environmental Health, and Sanitation Departments will collaborate to perform regular community sanitary inspections and issue citations, where necessary, to ensure compliance with public health and environmental sanitation regulations and ordinances. In addition, operation and maintenance costs for the FS treatment and processing facilities shall be covered through charging of Tipping Fees and FS fertilizer sales.

4.2.5 Environmental sustainability is addressed through reduced ground and surface water pollution, and reduction in the use of chemical fertilizers. The risks posed by climate change and variability will be considered in the design of fecal sludge (FS) treatment, processing and drainage facilities. The flood proof location of dry sanitation facilities will receive the required attention.

4.2.6 **Affordability:** The project ensures provision of affordable services along the value chain. In the slums, the user fee of 5 LRD to be charged for use of the public toilets is based on the prevailing amount charged for use of such facilities in other areas. The MCC has demonstrated the willingness of residents to pay such a fee based on the willingness to pay study carried out in the target slum areas. The fee appears to be appropriate and affordable. Mechanisms that include monthly upfront payment of user fees by households at discounted rates could be explored to further ensure affordability and to increase patronage.

In the low income estate housing communities, residents have accepted to pay USD 50 (about 3 to 5 USD per capita) every say 6 months. This is 50% of the current fee for de-sludging services by the private sector. As shared facilities will be provided under the project, it is expected that with better design and construction, de-sludging frequency will be less, and resulting costs will be shared among beneficiary households thereby reducing the cost per

capita to less than 1.8 USD every 2 years, i.e., less than 1 USD compared to 6 to 10 USD per capita for unshared facilities.

4.3 Environmental and Social Impact

Environment: The project is not likely to have any adverse social or environmental impacts and thus may not require the Environmental and Social Assessment Procedure. The site for construction of the treatment works is within the boundaries of an existing sanitary landfill site with ancillary works for leachate treatment. On the contrary, the project will have significant positive environmental and social impacts:

- Rehabilitation of eight (8) existing, and construction of four (4) new Public Toilet Facilities will reduce environmental pollution due to open defecation;
- Increased access to sanitation and hygiene awareness with improved FS management will reduce groundwater pollution and the incidence of water borne diseases;
- Reuse of organic fertilizer will serve as alternative source of nutrients for agriculture as resources for mineral fertilizers (especially phosphates) are becoming increasingly expensive requiring increased government subsidy.

Climate Change: Accumulated and untreated fecal sludge from existing latrines already causes methane emissions (with 25 times more greenhouse impact than CO₂). This project aims at collecting and digesting fecal sludge along with likely controlled capture of biogas to produce reusable products. The project will result in reduction of (indirect) CO₂ emissions.

Gender: The project will have positive impacts on gender that include: (i) increased access to improved and safe toilets for women and children; (ii) reduction of violence (physical and sexual assault) against women; (iii) empowerment of, and increased job opportunities for women regarding promotion and marketing of sanitation related activities, active participation in managing, and performance monitoring of Public Toilet Facilities, and sale of end products. In addition, the project will ensure that women and men are provided with equal opportunities, and participate equally in decision-making.

Social: The project will have positive social impacts that include:

(i) *Job creation:* The establishment of 12 CBEs to directly manage the Public Toilets will result in the creation of 12 new businesses and about 36 to 40 new jobs in the target communities. It is expected that at least 30% of the new businesses shall be owned by women based on current practice. Improved sludge management will create jobs for FS collection, haulage and treatment, processing and sale of reusable products. Three new businesses employing about 15 people are anticipated to be established. A total of up to 55 new jobs will be created. Most jobs will target community members, thereby contributing to an improvement in their income.

(ii) *Improved community environment:* All the targeted communities are environmentally polluted with human feces due to the high incidence of open defecation in the slums, and septic tank spillage in the estate housing communities. In addition, the foul odor caused by damaged and leaking septic tanks in the estate housing communities could be overwhelming and unbearable. The project addresses these problems through rehabilitation and or construction of sanitation infrastructure to improve the environment in project communities.

(iii) *Increased access to safe sanitation:* More households will have increased access to safe sanitation and hygiene in the target communities.

(iv) *Community Sensitization for Improved Health:* The project will reduce the environmental ill health of the people through reduction of environmental pollution and the high incidence of sanitation related diseases like cholera. Approximately 80 percent of the target population will be sensitized through hygiene promotion to achieve behavioral change.

Involuntary Resettlement: The project will not result in any involuntary resettlement of people. The Public Toilets will be built either where there is an existing toilet or on a non-occupied government owned property.

Anticipated Negative Social Impacts: The project may result in high expectations in project communities, and may cause a backlash in neighboring communities that are not direct project beneficiaries. These will be mitigated by making sure that accurate information is disseminated through stakeholder meetings and community involvement, and the scaling up of project activities to cover other poor communities within Monrovia.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

5.1 The project offers an opportunity for increased access to improved sanitation in deprived slum and low income estate housing settlements with financial contribution from the African Water Facility. The approach adopted is an innovative and financially viable community based management model that addresses the sanitation value chain, and is replicable in other cities in Liberia and other African countries.

5.2 Given the clear logical framework and justifiable objectives, outputs and activities, and with adequate and sustainable implementation arrangements, there appear to be no outstanding issues that may impact adversely on successful implementation of the project.

5.4 The total project cost is € 1 387 779 of which the AWF is requested to fund € 1 200 000, constituting about 86.5%. The remainder is funded through financial contribution by the Recipient and project beneficiaries.

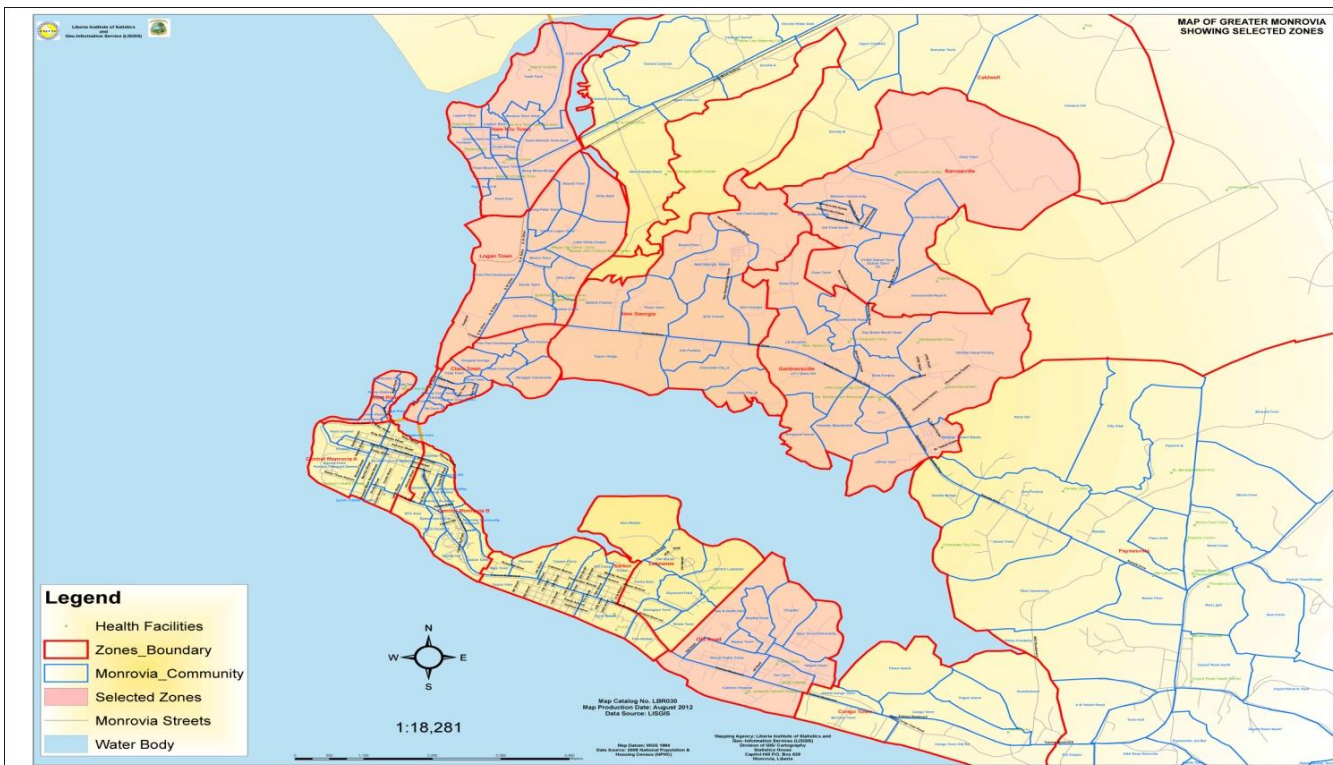
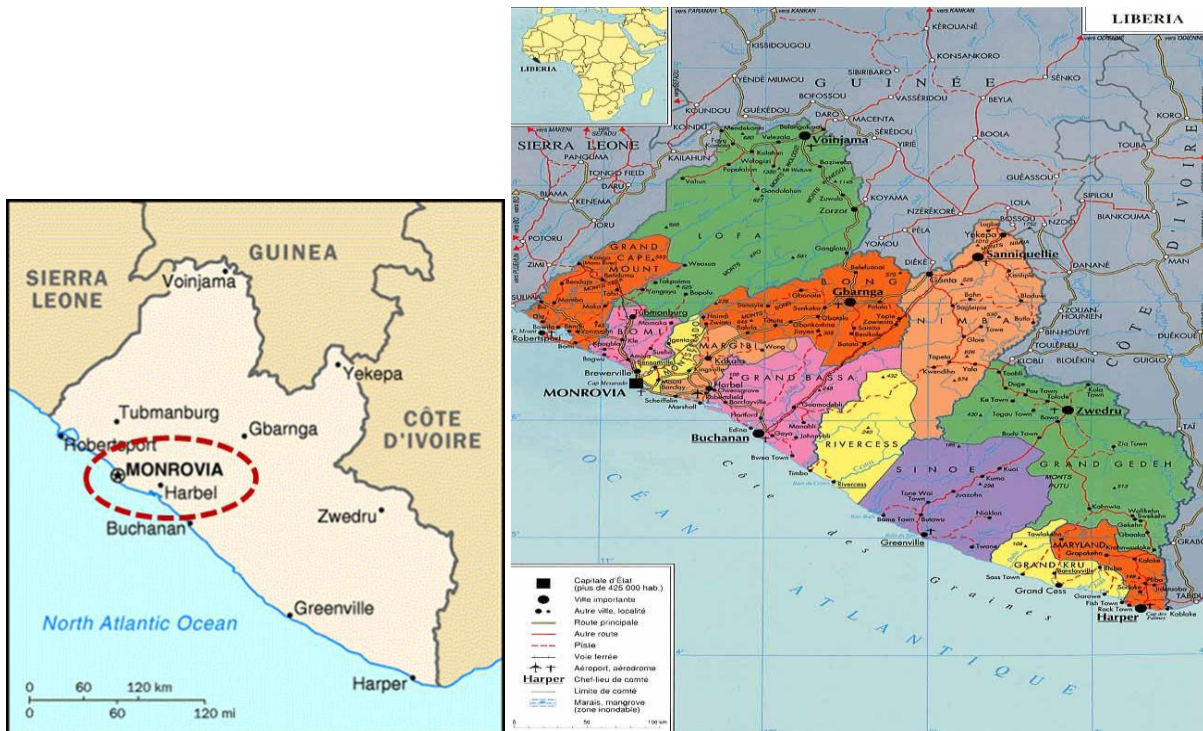
Recommendations and Conditions

5.5 It is recommended that a Grant not exceeding € 1 200 000 from the African Water Facility resources be extended to MCC for the implementation of the project as described in this appraisal report.

5.6 Obligations of the AWF to make the first disbursement of the Grant shall be conditional upon the following:

- (i) Nomination acceptable to the AWF of the Project Manager;
- (ii) Opening of a Special Account in a commercial bank in Liberia acceptable to the AWF;
- (iii) Preparation of an Implementation and Procurement Plan (ref. 3.5.3); and
- (iv) Signing of Memoranda of Understanding between the MCC and the LWSC (ref. 2.3.8), between the MCC and the NHA (ref. 2.4.1.5), and between the MCC and the PFMU (ref. 3.6.1).

ANNEX 1: MAP OF MONROVIA SHOWING PROJECT COMMUNITIES



 AWF Project Location

Disclaimer
 This map was provided by the African Development Bank exclusively for the use of the readers of the report to which it is attached. The names used and the borders shown do not imply on the part of the Bank and its members any judgment concerning the legal status of a territory nor any approval or acceptance of these borders

ANNEX 2: COST ESTIMATE

(Amounts in Euro)

Description	Unit	Quantity	Unit Cost	Total Cost	AWF Cost	MCC Cost	Other
					FC	LC	LC
Component 1: Construction and rehabilitation of sanitation Infrastructure							
1.1 Public awareness campaign (hand washing day etc., radio, blogs, video's) in slums	Lumpsum	1	4,036	4,036		4,036	
1.2 Community mobilization (Initial township meetings)	Lumpsum	1	2,422	2,422		2,422	
1.3 Baseline Studies (Socio-economic, KAP, etc.)	Lumpsum	1	2,830	2,830	2,830		
1.4 Assessment, selection and costing for rehabilitation of public toilets	Lumpsum	1	4,440	4,440	4,440		
1.5 Site acquisition for new public toilet facilities	Lumpsum	1	7,265	7,265		7,265	
1.6 Rehabilitation of existing public toilet facilities	No.	8	10,090	80,720	80,720		
1.7 Construction of new public toilet facilities	No.	4	20,180	80,720	80,720		
1.8 Design and Construction Supervision	Lumpsum	1	8,072	8,072	8,072		
1.9 Public awareness campaign (hand washing day etc., radio, blogs, video's) in estate housing areas	Lumpsum	1	4,036	4,036		4,036	
1.10 Community mobilization (Initial township meetings)	Lumpsum	1	2,422	2,422		2,422	
1.11 Baseline Studies (Socio-economic, KAP, etc.)	Lumpsum	1	3,229	3,229	3,229		
1.12 Feasibility studies incl. assessment and enumeration	Lumpsum	1	12,108	12,108	8,072		4,036
1.13 Design and construction supervision	Lumpsum	1	12,108	12,108	12,108		
1.14 Construction of shared septic tanks	No.	22	4,843	106,546	82,330		24,216
1.15 CBE Training (Business management, client service, O&M, etc.)	Lumpsum	1	8,072	8,072	8,072		
1.16 CMT Training (community sensitization, Conflict Resolution, M&E, etc.)	Lumpsum	1	4,036	4,036	4,036		
1.17 Local Artisan Training	Lumpsum	1	4,200	4,200	4,200		

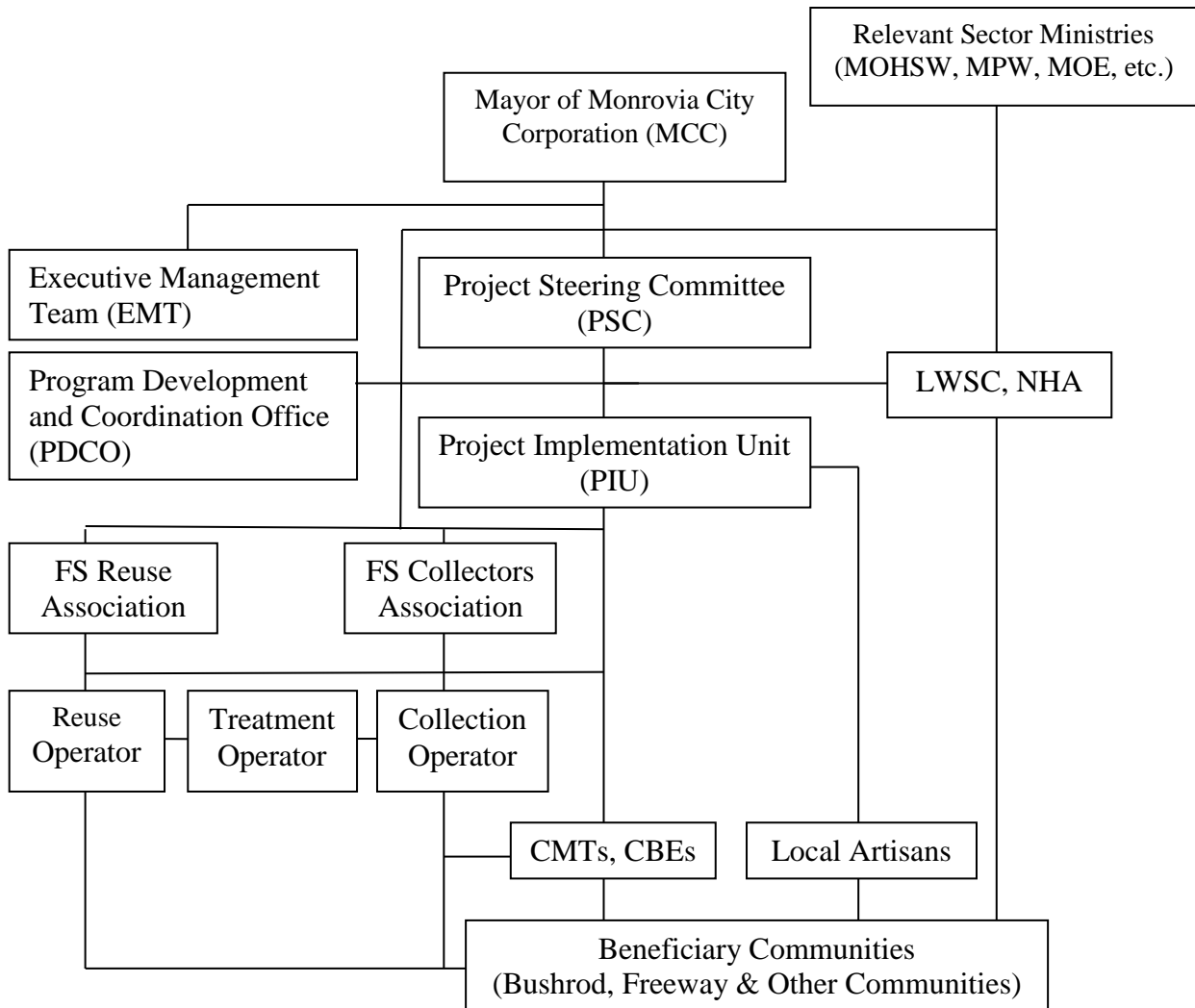
1.18 Water Quality Monitoring	Lumpsum	1	1,500	1,500	1,500		
Sub Total				348,765	300,333	20,180	28,252
Component 2: FS Collection, Treatment							
2.1 Procurement of Cesspit Emptier Truck	No.	1	121,100	121,100	121,100		
2.2 Procurement of Vacu Tug	No.	2	14,933	29,866	29,866		
2.3 Insurance, freight, handling & transp. charges	Lumpsum	1	16,144	16,144	16,144		
2.4 Feasibility & design of FS treat. & Proc. facility	Lumpsum	1	20,180	20,180	20,180		
2.5 Construction Supervision	Lumpsum	1	32,290	32,290	32,290		
2.6 Site acquisition for FS treatment facility	Lumpsum	1	36,324	36,324		36,324	
2.7 Development of access to FS treatment facility	Lumpsum	1	24,216	24,216	12,108	12,108	
2.8 Construction of FS treatment facility	Lumpsum	1	242,200	242,200	242,200		
2.9 Establishment, Training of FS Collectors Assoc.	Lumpsum	1	3,000	3,000	3,000		
2.10 Screening and selection of 2 Private Operators	Lumpsum	1	2,000	2,000	2,000		
2.11 Private Operator Training (Collect./Treatment)	Lumpsum	1	4,500	4,500	4,500		
2.12 MCC Training/Capacity Development	Lumpsum	1	4,444	4,444	4,444		
2.13 Effluent quality testing	Lumpsum	1	1,500	1,500	1,500		
Sub Total				537,764	489,330	48,432	-
Component 3: Reuse							
3.1 Construction of FS fertilizer processing plant	Lumpsum	1	40,360	40,360	40,360		
3.2 Development of FS fertilizer marketing plan and sales strategy	Lumpsum	1	8,072	8,072	6,458	1,614	
3.3 Establishment of demonstration farms	Lumpsum	1	16,144	16,144	16,144		
3.4 Quality Testing	Lumpsum	1	3,000	3,000	3,000		
3.5 Outsourcing and initial sales promotion	Lumpsum	1	3,000	3,000	3,000		
3.6 Establishment of User Association	Lumpsum	1	2,000	2,000	2,000		
Sub Total				72,576	70,962	1,614	-
Component 4: Project & Knowledge Management							
4.1 Project Manager	Month	24	2,825	67,805	67,805		
4.2 Procurement/Administration & Finance Officer	Month	24	1,211	29,059	29,059		
4.3 Communication Specialist	Month	16	646	10,332	10,332		

4.4 Social Development Specialist	Month	16	646	10,332	10,332		
4.5 Social Facilitators (8 No.)	Month	16	1,211	19,373		19,373	
4.6 CBE Development Specialist	Month	16	202	3,229		3,229	
4.7 Office Assistant	Month	24	283	6,780	6,780		
4.8 Driver	Month	24	161	3,875	3,875		
4.9 Purchase of vehicle (CIF, handling charges, etc.)	Lumpsum	1	31,481	31,481	31,481		
4.10 Vehicle maint., incl. registration, insur., etc.	Lumpsum	1	3,229	3,229	3,229		
4.11 Fuel supply	Month	24	400	9,600	9,600		
4.12 Office Equipment and Supplies							
Digital Camera	No.	2	141	283	283		
Desktop Computer	No.	1	888	888	888		
Laptop Computer	No.	2	1,009	2,018	2,018		
Office Furniture (Desks, Chairs, Cabinets, etc.)	Lumpsum	1	4,036	4,036		4,036	
Stationary	Month	24	97	2,325	2,325		
Printer/Copier/Scanner and consumables	Lumpsum	1	4,036	4,036	4,036		
4.13 Office Space, utilities, including IT support	No.	24	1,796	43,104		43,104	
4.14 PM Office Communication (tel., email, etc.)	Month	24	242	5,812	5,812		
4.15 Steering Committee meetings	Lumpsum	1	4,036	4,036		4,036	
4.16 MCC Project Staff Comm. (Email & phone)	Month	24	283	6,780	6,780		
4.17 Documentation, Dissemination, etc	Lumpsum	1	16,144	16,144	16,144		
4.18 Case studies, Research and Development	Lumpsum	1	20,180	20,180	20,180		
4.19 Administrative / Legal Service Charges	Lumpsum	1	13,500	13,500	13,500		
4.20 Financial Management Support (PFMU, etc.)	Month	24	300	7,200	7,200		
4.21 Staff Travel (Local/Internat.), Study Tours, etc.	Lumpsum	1	6,000	6,000	6,000		
Sub Total				329,456	255,678	73,778	-
Total Project Base Cost				1,290,961	1,116,283	144,004	30,674
Add Contingency 7.5% (5% Physical, 2.5% price)				96,817	83,716	10,800	2,301
Total Project Cost				1,387,779	1,200,000	154,804	32,975

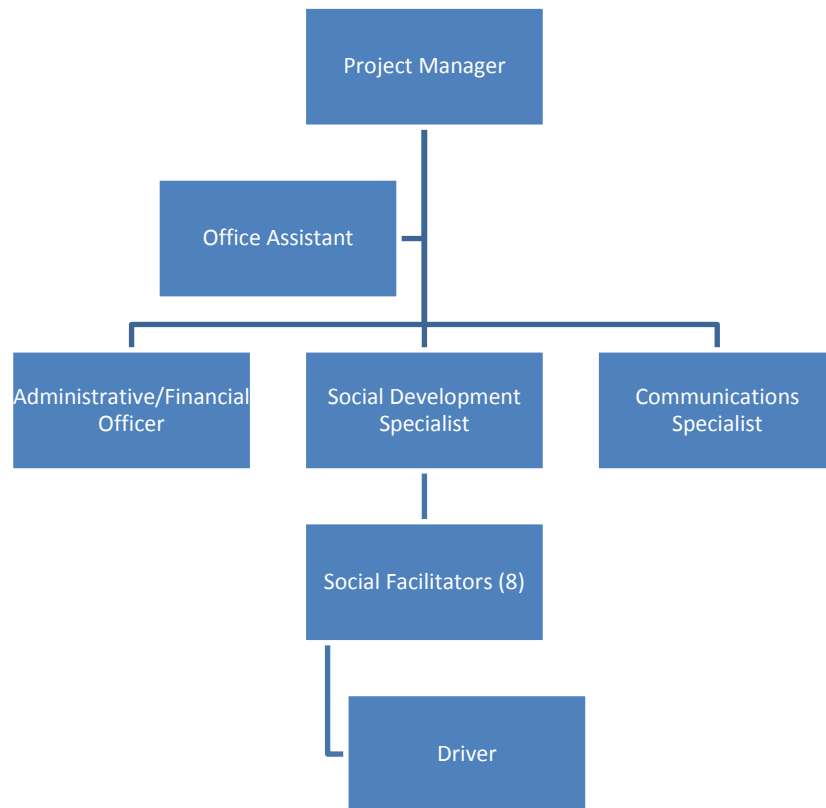
ANNEX 3: IMPLEMENTATION SCHEDULE

Component / Activity	Duration											
	2013				2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Grant Agreement	■											
Grant Effectiveness	■											
Project Launch		■										
Component 1	■											
<i>Public awareness campaign and community mobilization</i>		■	■									
<i>Baseline studies (socio economic, KAP, etc.)</i>			■	■								
<i>Assessment, selection and costing</i>		■	■									
<i>Site acquisition, construction and rehabilitation of public toilets</i>				■	■	■	■					
<i>Feasibility studies, including assessment and enumeration</i>			■	■								
<i>Construction of shared septic tanks</i>					■	■	■	■	■	■		
<i>Design and construction supervision</i>				■	■	■	■	■	■	■		
Component 2	■											
<i>Procurement of vehicle and equipment</i>		■	■									
<i>Site acquisition, feasibility studies, design & construction supervision</i>			■	■	■	■						
<i>Construction, testing & commissioning of FS treatment facility</i>			■	■	■	■	■					
<i>Selection and training of private operators, MCC staff</i>							■	■	■	■	■	■
<i>Establishment and training of FS Collectors Association</i>					■				■			
<i>Effluent quality monitoring</i>							■	■	■	■	■	■
Component 3	■											
<i>Construction, testing and commissioning of FS fertilizer facility</i>			■	■	■	■	■					
<i>Development of re use marketing and sales strategy</i>						■	■					
<i>Establishment of demonstration farms</i>							■	■				
<i>Outsourcing, promotion and sale</i>							■	■	■	■	■	■
<i>Establishment of User Association</i>								■				
<i>Quality testing</i>							■	■	■	■	■	■
Component 4	■											
<i>Establishment and staffing of Project Implementation Unit (PIU)</i>		■	■									
<i>Finalization and approval of plans</i>		■				■				■		
<i>Implementation, Knowledge Management</i>		■	■	■	■	■	■	■	■	■	■	■

ANNEX 4A: SUMMARY IMPLEMENTATION CHART



ANNEX 4B: PROJECT ORGANIZATIONAL CHART (PIU)



ANNEX 5A: PROCUREMENT ARRANGEMENTS AND CAPACITY ASSESSMENT

National Law and Regulations

Republic of Liberia's national procurement law and regulations are governed by the Amendment and Restatement of Public Procurement and Concessions Act (PPCC) 2005, which was approved September, 2010. The Act applies to procurement of goods, works and services, financed in whole or part from public funds. A Public Expenditure Management and Financial Accountability Review (PEMFAR) 2009, prepared by World Bank confirmed that the Act complies with the international best standards. It however, states that due to lack of capacity, application of the Act and procedures is not consistent with good practice and poses high risk on the public finance system. The PEMFAR has recommendations for areas for improvement for sound procurement system. These include: (i) Eligibility of Parastatal organizations and state enterprise; (ii) advance contracting and retroactive financing; and (iii) margin of domestic preference. This was confirmed by the recently concluded NCB Assessment which was carried out by the Bank. As the recommendations have not been fully implemented by the GOL, in the interim, procurement under Bank financing will be in accordance with the Bank's rules and procedures.

Procurement Arrangements

The project's procurement arrangements are summarized in the Table A1 below. All procurement of goods and acquisition of consulting services financed by the AWF Grant will be in accordance with the Bank's *Rules and Procedures for Procurement of Goods and Works* or as appropriate, *Rules and Procedures for the Use of Consultants*, as may be amended from time to time using the relevant Bank Standard Bidding Documents.

Table A1: Procurement Arrangements (expressed in million Euros)

Description	NCB	Other*	Shortlist	Non-AWF Funded	Total
WORKS	0.456	0.096		0.039	0.591
1.1 Construction/Rehabilitation of Public Toilets	0.161				0.161
1.2 Construction of Shared Septic Tanks		0.080		0.027	0.107
1.3 Construction of FS Treatment Plant, Access and Fertilizer Processing Facility	0.295			0.012	0.307
1.4 Establishment of Demonstration Farms		0.016			0.016
GOODS		0.208			0.208
2.1 Cesspit Emptier Truck		0.130			0.130
2.2 Vacu Tags Trucks		0.037			0.037
2.3 Pick-up Truck		0.031			0.031
2.4 Office Furniture and Equipment		0.010			0.010
SERVICES			0.124	0.006	0.130
3.1 Baseline Studies; Development of FS Marketing Plan & Sales Strategy			0.013	0.002	0.015
3.3 Assessment, Selection & Costing for Rehabilitation (Public Toilets); Feasibility Studies (Septic Tanks); Design and Construction Supervision (Public Toilet and Septic Tanks)			0.033	0.004	0.037
3.3 Design & Construction Supervision of FS Treatment Facility			0.052		0.052
3.4 Research and Development, Quality Testing (Water,			0.026		0.026

Effluent and Fertilizer)					
TRAINING			0.028		0.028
4.1 MCC Training/Capacity Development Capacity			0.004		0.004
4.2 CBE Training (management client services, O&M of Public Toilets)			0.008		0.008
4.3 CMT Training (Conflict Resolution, M&E, etc.)			0.004		0.004
4.4 Local Artisan Training			0.004		0.004
4.5 Private Operator Training (Collection and Treatment)			0.005		0.005
4.6 FS Collectors Association Training			0.003		0.003
PROJECT MANAGEMENT		0.204		0.070	0.274
Sub Total	0.456	0.508	0.152	0.115	1.231
7.5 Contingency (5% Physical, 2.5% Price)	0.034	0.038	0.012	0.009	0.093
TOTAL	0.490	0.546	0.164	0.124	1.324
TOTAL AWF FUNDED	1,200				

* Other may be Shopping or GoL Procedures.

Works: The procurement of works valued at a total of € **0.592 million** will be carried out. National Competitive Bidding Procedures (NCB) will be carried out in two packages estimated at € **0.161 million** for construction and rehabilitation of public toilet facilities and € **0.307 million** for construction of the FS Treatment Facility, Access Roads to Treatment Facility and construction of FS Fertilizer Processing Plant. The works are available locally at prices below the international market. Procurement valued at € **0.107 million** for construction of shared septic tanks shall be awarded to qualified local community organizations and/or NGOs through shopping. In addition, € **0.016 million**, related to the establishment of demonstration farms will be done through shopping. These works are unlikely to attract bids from outside Liberia due to their nature, location, sizes and implementation scheduling.

Goods: The acquisition of goods valued at a total of € **0.208 million** will be carried out. This procurement will be in two packages; one package (two lots) estimated at € **0.167** (0.130 million for a Cesspit Emptier Truck, € 0.037 million for vacu tugs) and € 0.031 million for a pickup truck). Another package estimated at € **0.010 million** for IT equipment & office equipment. For the cesspit emptier truck, vacu tugs and pick-up truck, procurement shall be done using shopping but shall include regional vendors. Furniture & IT equipment shall be procured using shopping. These goods are readily available off the shelf goods in Liberia.

Consultancy Services: The acquisition of consultancy services amounting to € **0.124 million** will be procured. Procurement of design and construction supervision (public toilets and septic tanks), together with feasibility studies and assessments, design and construction supervision of FS treatment facility shall be through shortlisting of consulting firms using QCBS. All other procurement related to studies, development of FS fertilizer marketing and sales strategies, as well as Project Manager shall be through shortlisting of individual consultants.

For contracts which are valued at less than UA 200,000, the Borrower may limit the publication of the announcement to national or regional newspapers. However, any eligible consultant, being regional or not, shall be considered if they express their desire to be short-listed. For contract valued at more than UA 200,000 for Firms and UA 50,000 for individuals, advertisement of the procurement must be placed on the UNDB online and the Bank's website.

Training: Training at an aggregate cost of € **0.028** for capacity development, CBE and CMT Training shall be procured. Training institutions will be procured through short listing using quality and cost based selection (QCBS) quality or consultants' qualifications (CQS).

Project Management: Expenditures during the project implementation including office supplies, utilities, consumables, advertising expenses, internet service, communication, fuel, maintenance and insurance of vehicles, costs related to staff travel etc. will be procured through the Government of Liberia (GoL) procedures acceptable to the Bank.

Review Procedure: The following documents are subject to review and approval by the Bank before promulgation: Specific Procurement Notices; Tender Documents; Requests for Proposals; Tender Evaluation Reports; Reports on Evaluation of Consultants' Proposals, including recommendations for Contract Award. Draft Contracts will also be subject to the Bank's approval, if they have been amended from the original drafts included in the tender documents. The Bank's no-objection for consultancy technical proposals' evaluation report will be required before the financial evaluation is carried out

Post Review: Contracts for goods valued up to UA 15,000 shall be approved by the Executing Agency, and will be subject to post review by the Bank. Procurement documents, including solicitations of price quotations, evaluation sheets and contract awards will be kept by the EAs for periodic review by Bank supervision missions. The procurement post review audits to review the correctness of the procurement activities will be carried out during the first supervision mission after the procurement activities are completed. However, the Bank reserves the right to conduct its procurement audit at any time during the project implementation.

General Procurement Notice: The text of a General Procurement Notice (GPN) has been agreed with the MCC and it will be issued for publication in UN Development Business and the Bank website, upon approval by the Board of Directors of the Grant Proposal.

Assessment of the Executing Agency: The project shall be implemented by the Monrovia City Corporation (MCC). The MCC does not have a Procurement Department, but relies on donor funded projects for support on procurement activities. Currently two projects funded by the Bill and Melinda Gates Project and a WB project are being provide procurement Staff, who in turn provide support for MCC procurement activities. Given the lack of procurement capacity in the MCC, a qualified procurement expert is to be hired to carry out procurement activities under the project. In addition, to build capacity within the MCC, it is recommended that MCC assigns a qualified staff to serve as a procurement assistant and to work alongside the procurement officer. The MCC is encouraged to recruit or assign a qualified individual who will work closely with the procurement expert so as to allow on the job training and to strengthen procurement capacity within the MCC.

A sample of the procurement records was examined. The MCC has a simple record keeping system for procurement records; no documented filing protocol or archiving policy exists, the files are kept in an office which has restricted access. To minimize the possibility of mishandling, the files should be kept in a secure cabinet. The launching Mission should include a briefing on the filing and archiving of Bank related files.

Procurement Plan: The Bank shall review the procurement arrangements proposed by the Borrower in the Procurement Plan for its conformity with the Loan Agreement and its Rules. The Procurement Plan shall cover an initial period of at least 18 months. The Borrower shall update the Procurement Plan on an annual basis or as needed always covering the next 18 months period of project implementation. Any revisions proposed to the Procurement Plan shall be furnished to the Bank for its prior approval.

ANNEX 5B: FINANCIAL MANAGEMENT CAPACITY ASSESSMENT AND ARRANGEMENTS

FM Capacity Assessment

1. The proposed project will be implemented by the Monrovia City Corporation's (MCC) Project Implementation Unit (PIU). However, the PFMU will be responsible for the financial management functions of the Project.

2. In order for the Bank to obtain reasonable assurance on the use of project funds, the following features of a strong financial management system should be in place:

- The PIU and PFMU should have an adequate number and mix of skilled and experienced staff, especially in project management, financial management, and procurement;
- The internal control system should ensure the conduct of an orderly and efficient payment and procurement process, and proper recording and safeguarding of assets and project resources;
- The accounting system should support the project's requests for funding and meet its reporting obligations to the Bank, and GoL;
- An independent, qualified auditor should be appointed to review the Project's financial statements and internal controls.

3. The FM capacity assessment therefore looked at the capacity of the PFMU to effectively and efficiently manage the FM functions of the proposed Project. The assessments concluded that the residual FM risk is moderate, and that there is sufficient capacity at PFMU to meet the accounting and reporting requirements of the proposed operation.

Liberia Country Public Financial Management Assessment Summary

4. The Bank has not yet conducted its own fiduciary risk assessment of the country, but has recently participated in the national level Public Expenditure and Financial Accountability (PEFA) assessment conducted by the government and development partners in 2012. This has provided some insight into the public financial accountability situation in Liberia at this time, which is summarized in the following paragraphs.

5. The PFM Act and the PFM Regulations (both 2009) define the accounting standards and legal and regulatory framework for public sector financial management in Liberia. The Act adopts standards in accordance with the International Public Sector Accounting Standards (IPSAS), specifically the Cash Based IPSAS. Further, the Act requires the Comptroller and Accountant General (CAG) to prepare IPSAS based accounts of the Consolidated Fund, with effect from the 2009/10 financial year. To date, only the 2009/10 accounts have been produced. These have not yet been audited (even though they were finalized as far back as November 2011). A review of these unaudited financial statements indicates that a brief outline of the accounting policies applied in the preparation of the statements along with a full set of notes and schedules is appended, as is disclosure of the accounting standards adopted. Non-compliance with the Act is noted as regards disclosure of receipts and expenditures of donor funded activities.

6. Liberia operates an IFMIS system running on Free-balance accounting software, which is currently available only in the MOF. Therefore, revenue and expenditure management functions are centralized in the MOF. Line ministries are responsible for originating expenditure, but financial commitments are only recognized on review and approval by the Accounting Services Unit of the CAG. Ministries and Agencies minor operational expenses are accounted for simply as ‘transfers’ to the line ministries’ own bank accounts (line ministries operate no less than 205 bank accounts with both the Central Bank and various commercial banks). This aspect is recognized as a weakness in the current arrangement, and government indicates that efforts will be initiated to address inherent weaknesses before the roll out of the IFMIS.

7. There are significant weaknesses in payroll expenditure, which forms approximately 60% of government expenditure. Weaknesses exist in the salary payment system, (especially at the point of transfer to the disbursing banks), frequent delays experienced in making changes to the payroll, (on both engagement and termination of staff), and the weak controls on the payment of US\$ allowances to staff in certain grades.

8. Legislative approval of the annual budget is frequently delayed, leading to downstream challenges in managing the annual procurement plans and the critical issue of cash-flow planning and timeliness of budget releases.

9. Regarding external oversight, the Government Audit Commission (GAC) was established in 2005 by an Act of Parliament which made changes to the existing Government Audit Office (GAO). According to the Act, the powers of the Auditor General are in line with requirements of good practice; however, the tenure was reduced from 15 years to 4 years, which is considerably shorter than the generally recommended (6-7 years). Capacity wise, the GAC has recruited extensively over the past three years, but is still deficient as regards experience in modern audit techniques and specialized audits (the bulk of the recruits are college graduates currently undergoing on the job training).

10. To compound the issue, the Public Accounts and Audit Committee (PAAC) which oversees all PFM oversight and governance related matters on behalf of the legislature, has only met twice since 2008. While the GAC has produced no less than 71 audit reports since its formation (covering State Owned Enterprises, in addition to Ministries and Agencies but excluding the IPSAS based Consolidated Fund Accounts which are yet to be audited), there are no records of the review and follow up of those reports by the PAAC. Implementation and follow up of the GAC audit recommendations is therefore particularly weak.

11. Because of the foregoing PFM weaknesses, **donor financed investment projects have generally been implemented outside of the government budget and accounting systems.** The majority of development partners have made use of the Project Financial Management Unit (PFMU) based in the MOF, for project financial management and disbursement, while each line ministry involved handles the procurement and actual project implementation activities. For the proposed project, MCC will also make use of the PFMU for the financial management of the project.

Proposed FM Arrangements

12. Below is a summary of the proposed FM arrangements for the project, including a Risk Determination table, a pictorial funds flow chart, and sample quarterly and proposed annual financial reports.

Fiduciary Risk Analysis

13. The project fiduciary risk assessment is summarized in the table below.

Type of Risk	Initial Risk Rating	Mitigation Measures incorporated into Project Design	Conditionality Yes/No (Y/N)	Residual Risk Rating
I-INHERENT RISK				
Country Risk associated with low overall FM capacity on the continent in general.	High	Use of the special purpose Project Financial Management Unit (PFMU) already established in the MOF	N.	Substantial
Implementing Agency Risk of incomplete accounting of resources disbursed to the various beneficiaries.	High	Use of the PIU to coordinate planning and budgeting and the PFMU to manage the accounting. The PFMU is staffed with an experienced team of professional accountants.	N.	Substantial
Project Risk of incorrect use of the Special Account to be opened specifically for the project.	Substantial	Opening and management of the Special Account by the PFMU which is already managing the Special Accounts for DPs funded projects including four Bank projects.	Y. Opening of the pooled Special Account is a condition for first disbursement.	Moderate
Overall Inherent Risk				Substantial
II-CONTROL RISK				
Budgeting Risk of incorrectly formulated budgets, not covering all project activities	Substantial	Involvement of the PIU in target setting and approving Work Plans to ensure all intended activities are captured. Work plan serves as basis for budget preparation.	N.	Moderate
Accounting Risk of incomplete records (when the accounting migrates to the IFMIS).	Substantial	Training of the PFMU team in the use of Free-balance and related products as appropriate.	N.	Moderate
Internal control Risk that funds may not be used for the purposes intended due to the failure of agreed controls to operate effectively throughout the year.	Substantial	Use of established PFMU Accounting Procedures Manual and migration to government procedures when IFMIS is adopted. Review of internal controls by PFMU Internal Audit and GOL Internal Audit Unit	N.	Moderate
Funds Flow Risk that funds may not be available as and when required.	Moderate	Careful expenditure forecasting and use of the Special Account to ensure that funds are advance ahead of need.	Y. The procurement plan is a condition of negotiations.	Moderate.
Reporting Risk that regular reports will not be received on time.	Moderate	Use of qualified PFMU staff and proven accounting software (initially Sun Accounting System, migrating to Free-balance during implementation).	N.	Moderate
External Audit Risk that submitted audits may not be performed in accordance	Substantial	External auditors will be hired on TORs acceptable to the Bank to audit project accounts. The TORs will	N.	Moderate

Type of Risk	Initial Risk Rating	Mitigation Measures incorporated into Project Design	Conditionality Yes/No (Y/N)	Residual Risk Rating
with International Standards on Auditing (ISA), and not submitted within the timeframe required by the Bank.		specify the correct auditing and accounting standards to be applied.		
RESIDUAL FINANCIAL MANAGEMENT RISK				Moderate

Strengths

14. The key strengths identified relate to the use of the long established PFMU, which has qualified and experienced accounting staff, using an established accounting software (even though there will be migration to the ‘new’ IFMIS software during implementation). In addition, the PFMU has an Internal Audit Unit whose role will also be reviewed with the advent of the new IAS internal auditors to be deployed across ministries, but their presence helps to identify internal control weaknesses and increases the likelihood of detection of both fraud and error.

Weaknesses

15. The large number of Projects (currently 65 in number) and associated bank accounts could affect ability of the PFMU to effectively manage the cash resources of the proposed Project. Use of the PFMU Internal Audit as an additional verification tool will mitigate the weakness.

Summary FM arrangements:

16. The summary covers the following related elements:

- Budgeting;
- Accounting System;
- Internal Controls and Procedures (including Internal Audit);
- Disbursement and Funds Flow;
- Financial Reporting and Monitoring; and
- External Oversight

The review considered each of the elements in turn.

17. *Budgeting:* The budget for the project will be based on approved work plans, whose preparation will be coordinated by the PIU in liaison with the PFMU. Draft budgets will be made available to the Bank for their review and comment, prior to approval. **The proposed budgeting process is acceptable.**

18. *Accounting System:* Project accounting will be on a cash basis, initially using the PFMU’s existing software (Sun Accounting). It is intended to migrate the PFMU accounting from Sun Systems to the IFMIS in the short term. The PFMU FM Specialists are familiar with the Sun Accounting software which they have used since inception of the unit in 2006, but they will obviously require additional training to be able to operate and report on the IFMIS. The PIU will be required to sign the PFMU’s standard MOU for the provision of such accounting services, which will enable the PFMU to use its established Accounting Procedures Manual

for the proposed project. The PFMU already handles some Bank financed project, and is therefore familiar with Bank reporting and disbursement requirements. **The accounting arrangements are acceptable to the Bank.**

19. *Internal Controls and Procedures:* Use will be made of the PFMU Accounting Procedures Manual for the donor financing. Care will be taken to carefully merge the accountability requirements as defined in the manual, and those that come with the IFMIS, when the PFMU migrates to the use of the government IFMIS. The PIU will also benefit from the PFMU Internal Audit Unit, in addition to the newly established Internal Audit Secretariat (IAS), which is placing internal auditors within the line ministries. **The proposed internal control arrangements are acceptable to the Bank.**

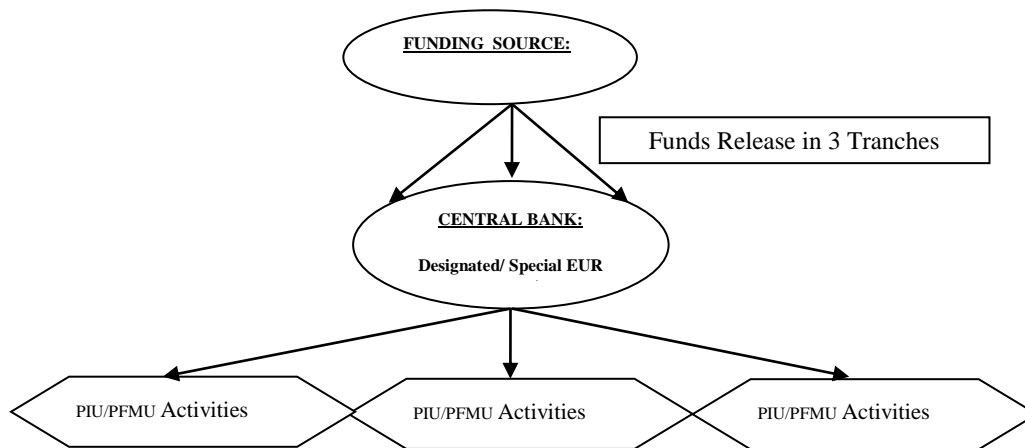
20. *Disbursement and Funds Flow:* The Special Accounts (SA) method of disbursement shall be used of the proposed project. A SA in Euros shall be opened in the Central Bank and managed by the PFMU, which is currently managing the SAs of four other Bank funded projects. As shown in the fund flow diagram on the page overleaf, the proceeds of the Grant shall be disbursed by the AWF in three tranches to the SA, based on the implementation schedule, and proper retirement of previous tranches shown in Table 6. The first tranche will be disbursed when the conditions for Grant Effectiveness are met, estimated to be within three months of grant signature. The second and third tranches will be disbursed upon draw down of the Special Account estimated to be within 8 and 16 months after grant signature and the submission of supporting unaudited interim quarterly financial reports. Replenishments will be on the strength of the interim unaudited quarterly reports and any additional justifications as will be specified in the project Disbursement Letter.

Table 6: AWF Expenditure and Disbursement Schedule (Amount in million Euros)

Category of Expenditures	Tranche 1	Tranche 2	Tranche 3	Total
Works	0.221	0.221	0.110	0.552
Goods	0.083	0.083	0.042	0.208
Services	0.049	0.049	0.025	0.124
Training	0.011	0.011	0.006	0.028
Project Management	0.082	0.082	0.040	0.204
Sub Total	0.446	0.446	0.224	1.116
Contingencies (8%)	0.033	0.033	0.017	0.083
Total	0.479	0.479	0.241	1.199
Percentage	40 %	40%	20 %	

The Special Account will disburse only towards meeting eligible expenditures (as defined in the Disbursement Letter) of the project. **The proposed arrangement is acceptable to the Bank.**

Flow of Funds Diagram



21. *Financial Reporting and Monitoring:* Using their current software, the PFMU will produce quarterly reports to monitor project financial performance for all aspects of the project.

The reports will include:

- a) A Receipts and Payments Summary Statement;
- b) A detailed Statement of Expenditures classified by Project Components and or Disbursement Category, showing comparisons with budgets for the reporting quarter and cumulatively for the project life;
- c) A Cash Flow Forecast;
- d) Explanatory notes capturing especially significant reasons for deviations from expected;
- e) Special Account Activity Statement supported by a copy of the Central Bank statement.

22. These quarterly reports will be prepared and submitted to the Bank within 45 days after the end of each calendar quarter. Annually, a consolidation of the quarterly reports is used to produce the annual Project Financial Statements to be audited. An additional schedule showing all assets purchased using project funds for the year and to date will be appended to the annual financial statements, as well as a reconciliation of Funds disbursed by the Bank for the year, compared to funds confirmed as received for that year by the project. The PFMU will apply International Public Sector Accounting Standards in the production of the project reports. **The proposed reporting arrangements are satisfactory.**

23. *Audit:* The Government Audit Commission (GAC) has primary responsibility for the external audit operations of the Government of Liberia (GoL). However, the GAC normally outsources the audit of donor financed projects to acceptable independent audit firms in the country. Independent auditors will be invited to submit proposals for the audit of the proposed project upon technical clearance of the terms of reference by the Bank. The Bank's procurement guidelines for the engagement of the audit firms shall apply. The PFMU

currently manages the FM functions of four other Bank funded projects and is therefore quite familiar with the external audit procedures and requirements of the Bank. Whenever possible, arrangements will be made to have one independent auditor at any one time for all Bank financed projects managed by the PFMU (exception being the project whereuse of the GAC is being piloted for the audit of Bank financed projects). The audited financial statements and associated management letter must be submitted to the Bank within six months of the end of the financial year audited.

Overall conclusion

24. **The assessment of the PFMU concluded that there is sufficient FM capacity** to ensure: (a) that the project's funds are used only for the intended purposes in an efficient and economical way; (b) the preparation of accurate, reliable and timely periodic and annual financial reports; (c) that all project assets are adequately safeguarded.

FM Action Plan

27. In order to operationalize the agreed mitigation measures, the following FM related actions will be carried out:

<i>Action</i>	<i>Responsible Person</i>	<i>Completion Date</i>
1. Finalize MoU	PFMU and MCC	Prior to Negotiations
2. Opening of the Special Account.	PFMU	Within 1 month of project approval.
3. Undertake relevant training on 'Free-balance' in anticipation of the adoption of the IFMIS for project accounting.	IFMIS vendor	TBD
4. Update the Accounting Procedure Manual to incorporate the use of the IFMIS as appropriate.	PFMU	TBD

Grant Conditions

28. Only two FM related conditions are envisaged:
- i) That is the opening of a EUR denominated Special Account in the Central Bank of Liberia will be a condition precedent to first disbursement.
 - ii) The signing of the MOU with the MCC will be a condition for negotiations.

Financial Covenants

29. Standard/general conditions apply. The primary FM commitment of the Borrower is that of maintaining for the program, a financial management system acceptable to the Bank, over the life of the project.

Supervision Plan

30. FM supervision for the program will initially be based on two field visits in the first year, with frequency of supervision reduced or increased in the remaining eighteen months depending on the evolving assessed project FM risk during implementation. FM supervision must include some physical verification of assets acquired/constructed using program funds.

ANNEX 6: JOB DESCRIPTION FOR PIU STAFF

Project Manager (PM) under the supervision of the Mayor shall have overall management and implementation responsibility of the project and shall perform the following minimum tasks:

- Provide overall leadership for the project.
- Develop a work program and manage the budget.
- Manage project financial, technical and human resources of the project.
- Supervise and implement the various components of the project.
- Mobilize and sensitize and support the participation of community based enterprises (CBEs) or micro enterprises for small scale establishment management of service delivery including community groups for effective community inclusion and ownership.
- Develop and implement the project monitoring and evaluation (M&E) manual and align it with the overall M&E framework of the MCC.
- Develop and administer the monitoring and evaluation (M&E) tools in line with the project output and outcome indicators .
- Monitor and analyze records data generated by the project.
- Manage local and external consultants and evaluation missions of the AfDB.
- Liaise with local institutions such as NGOs and corporate bodies for resources leveraging to support complimentary project activities.
- Facilitate study tours and conferences.
- Report on project progress.
- Facilitate capacity building process for MCC.
- Prepare presentations and documents as required to illustrate project performance.
- Serve as MCC representative with Bank and other donor agencies.

Qualification and Experience

Should have a minimum of bachelors' degree in social science, development practices, economics, management, or environmental engineering/architecture planning with minimum of five (5) years working experience of which at least three (3) should be in community and capacity development. Specific experience in solid waste management or city planning will be considered an advantage.

Procurement Officer working under the direct supervision of the Project Manager (PM) shall be in charge of the project's procurement, administrative and financial management of the project and conduct the assigned task identified below:

- Establish procurement procedures including a simple tracking system to monitor the implementation of procurement activities.
- Establish a procurement system for the project, based on guidelines and procedures of AfDB and Government of Liberia Regulations for the procurement of goods, works, and services under the Liberia Public Procurement and Concessions (PPCC) Law.
- Prepare Standard Bidding Documents (SBDs) customize to the needs of the project using the AfDB standardized forms.
- Prepare the Project's Annual Procurement Plan and monitor its implementation.

- Prepare General Procurement Notices (GPNs), Specific Procurement Notices (SPNs), and Expressions of Interest (EOIs).
- Establish a register of qualified suppliers, contractors, consultants, and periodically update the register through advertisements and request for EOIs.
- Initiate procurement processes, including those for international and local competitive bidding processes, ensuring compliance with agreed procurement methods, thresholds.

Qualification and Experience

Incumbent should have a minimum of bachelors' degree in finance, economics or management with minimum of four (4) years working experience of which at least three (3) should be in procurement.

Administration & Finance

- Keep attendance and employment records of project staff.
- Maintain annual vacation records and collation of leave records to ensure continuity.
- Assist the PM in preparation of periodic staff appraisal reports of project operation as each staff enjoys annual vacation.
- Manage the correspondences and supervise the filing system.
- Maintain update information on personnel including personnel movement and turnover.
- Respond to general inquiries pertaining to project's activities.
- Assist in purchase of office supplies and materials for the project.
- Scan and transmit correspondence and reports from the other key staff via email to the PM to be forwarded to other relevant persons.
- Ensure the timely processing to Project Documentation from consultants and contractors to be forwarded through the Procurement Officer to the PM.
- Keep a schedule of all meetings and also be responsible for setting up meetings within the project and also with other stakeholders.
- Keep tally card of office consumables, distribute to respective staff in need and inform the procurement Officer in good time for replenishment.
- Facilitate all travel arrangements for international staff.
- Maintain the project's books of accounts.
- Prepare monthly cash flow requirements on the operations of the project.
- Submit monthly reports of expenditures regarding outlay of funds.
- Assist the PM in preparation of annual project budgets and control and monitoring of expenditure.
- Maintain directory and records on contract tendering and performance by contractors and micro-enterprises.
- Verify bills submitted by waste service contractors and submit to PC for approval and transmission to the PFMU (where applicable) for payment.
- Maintain and regularly update the fixed assets registry.
- Perform other related duties as may be assigned.

Qualification and Experience

Incumbent should have a minimum of bachelors' degree in finance, economics or management with minimum of four (4) years working experience of which at least three (3)

should be in financial accounting. Specific experience in municipal financing will be considered an advantage.

Communications Specialist (CS) shall handle the information education and communication (IEC) activities of the project for enhanced behavioral and attitude change that will facilitate project sustainability through the following tasks:

- Design and prepare the IEC strategy of the project based on the Communications Plan of the MCC to increase the visibility of the project and also to ensure its general understanding by the wider public.
- Plan and undertake public awareness activities through media events in order to stimulate and encourage behavior and attitude change in fecal sludge management
- Prepare and implement fecal sludge containment public information messages and training packages.
- Organize, coordinate, and supervise information dissemination and distribution of publicity and marketing materials on fecal sludge management to households, stakeholders and other interested parties in collaboration with relevant MCC departments, the media, and community opinion leaders.
- Document and disseminate project lesson and best practices.
- Liaise and coordinate with MCC Waste, Environmental Health, Community Services, Public Affairs Departments and other MCC projects to ensure simplicity and consistency of messages.
- Receive users' and customer care/services complaints and refer them to appropriate MCC departments for feedback and resolution of issues.
- Submit reports for MIS.
- Perform other relevant task as may be assigned.

Qualification and Experience

Incumbent should have BA in mass communication, marketing, broadcasting and journalism, etc. with a minimum of three (3) years working experience of which at least two (2) should be in community development communications.

Social Development Specialist shall without any loss of generality, perform the following tasks:

- Devise strategies to mobilize and sensitize communities to participate in the project including formation and coordination of Community Management Teams (CMTs).
- Prepare and organize community meetings and maintain correspondence and contacts with the communities.
- Assist in the training of the communities in project life cycle and management to strengthen community participation and ownership.
- Prepare and organize collaborative meetings of the contractors, CMTs and CBEs (where applicable) on coordinated project implementation to enhance local ownership and mentoring of fecal sludge containment including collection, disposal and treatment activities.
- Coordinate and follow-up on the community based recycling activities of the project.

- Serve as the liaison between the project, target Communities and civil society groups.
- Maintains a directory of Community Leaders, and other key project related stakeholders.
- Receive community feedback and refers to appropriate MCC departments for resolution of issues.
- Support enumeration and profiling of target communities.
- Prepare and submit periodic work plans and reports.
- Perform other duties as the PM may assign.

Qualification and Experience

Candidate must have a minimum of a Bachelor's Degree in Sociology, Anthropology, History, or other Social Sciences. At least three years experience performing similar duties.

Social Facilitators shall without any loss of generality, perform the following tasks:

- Conduct door-to-door public awareness, educational campaigns and social marketing in the communities on the fecal sludge by distributing messages, flyers, brochures.
- Conduct rapid assessment, enumerations and other field data collections/surveys exercises.
- Mobilize community residents to attend meetings and forums and assist in organizing the venues for such community meetings and fora.
- Monitor and report on the illegal sites for the dumping of fecal sludge in the communities.
- Attend CMTs meetings and take record of major decision and devise plans for follow up actions and or next steps.
- Maintain inventory of social infrastructures and assets available in the communities, i.e, water points, schools, clinics, churches. Mosques, carpenters, masonry workers, artisans, electricians, mechanics, technicians, etc.
- Participate in public awareness field workshops and screening of documentaries.
- Mediate conflicts and broker community relations for social harmony and dialogue in the project communities.
- Receive complaints on service quality and follow up their resolution with the CMTs.
- Prepare and submit periodic work plans and reports, i.e., weekly, monthly quarterly and annual.
- Perform other tasks as may be assigned.

Qualification and Experience

Candidate must have a minimum of an Associate's Degree in Sociology, Communications, Public Administration, or other Social Sciences. At least three years experience performing similar duties. Experience with solid waste management will be considered an advantage.

CBE Development Specialist shall without any loss of generality, perform the following tasks:

- Assist and work with community based enterprises (CBEs) in developing their business plans and proposals for fecal sludge management.
- Provide support to the enterprise development efforts of the community based enterprises for effective business management practices and managerial efficiency in the areas of financial and non-financial records keeping and reporting.
- Review and update CBEs cost recovery plans and strategies for project sustainability.
- Maintain the files and records of the CBEs both existing and aspiring; which shall include a directory of the CBEs with their corporate and or business registration documents, contact information and addresses.
- Undertake contract supervision and monitoring of CBEs to ensure compliance with contract terms and conditions.
- Develop and maintain a data base on CBEs operational areas, clientele coverage, workforce, tools, equipment, Occupational Safety Health (OSH) supplies, etc.
- Prepare, plan and organize CBEs training and capacity building initiatives including CBEs peer exchanges and meetings.
- Prepare and submit periodic work plans and reports.
- Perform other related tasks as may be assigned.

Qualification and Experience

Candidate must have a minimum of an Associate Degree in Sociology, Public Health, Communications, Public Administration, or other Social Sciences. At least three years experience performing similar duties. Experience with solid waste management will be considered an advantage.

Office Assistant (AA) shall without any loss of generality, perform the following tasks:

- Monitor and maintain the daily staff attendance and movement records.
- Manage the correspondences and supervise the backup manual filing system.
- Respond to general office inquiries pertaining to PIU activities.
- Assist in purchase of office supplies and materials for PIU.
- Scan and transmit correspondence and reports from the other key staff via email to the Project Manager to be forwarded to other relevant persons.
- Keep a schedule of all meetings and also be responsible for setting up meetings within the PIU and also with other stakeholders on behalf of management.
- Record minutes of staff meetings, when necessary.
- Keep custody and inventory of office consumable supplies and issue said items upon request and approval of the Procurement, Administrative & Finance Officer.
- Ensure and follow-up on the insurance and registration of the project vehicle(s).
- Prepare and submit periodic work plans and reports.
- Perform other tasks as may be required.

Qualification and Experience

The individual shall possess a minimum of an Associates' Degree (AA) in Business Management, Public Administration, Secretarial Science, or other related area of study. At least three years experience performing similar duties. Experience with solid waste management will be considered an advantage.

Driver shall without any loss of generality, perform the following tasks:

- Operate (drive) the project vehicle(s) on official assignments and purposes and have the vehicle(s) parked at designated areas and time after official hour working hours
- Receive and sign for fuel/gasoline coupons to fill the project vehicle(s) and prepare periodic fuel/gasoline consumption reports, i.e., weekly, monthly etc.
- Record, update and maintain the vehicle movement log
- Record and deliver project mails, correspondences and documents
- Ensure that the vehicle(s) is(are) washed and cleaned at all times without exception
- Prepare the vehicle(s) repair/service work order for garage maintenance
- Ensure that the vehicle(s) annual insurance and registration documents are available in the vehicle(s) at all times without exception
- Prepare monthly report
- Perform other related tasks as may be assigned

Qualification and Experience

The individual shall possess a minimum of a high school diploma. At least five years experience performing similar duties.

ANNEX 7: DRAFT PROCUREMENT PLAN

PROCUREMENT PLAN																												
1. General		Fill gray cells only!																										
Country/Organisation:		x																										
Project/Programme Description		x																										
Project/Programme SAP Identification #		x																										
Loan #:		x																										
Executing Agency:		x																										
Approval Date of Procurement Plan:		x																										
Date of General Procurement Notice:		x																										
Advance Contracting		x																										
Period Covered by these Proc. Plans:																												
Prior Review Threshold:		Procurement decisions subject to Prior Review by the Bank as stated in Annex B5 of the Appraisal Report																										
I. G O O D S																												
2. Goods and Non-Consulting (see Note 1)																												
Procurement Method		Prior review Threshold (UAequiv.)		Comments																								
1.																												
2.																												
3.																												
4.																												
5.																												
6.																												
3. Procurement Packages with Methods and Time Schedule																												
Description*		BASIC DATA										Bid Documents		Pre-qualification		Pre-qualification		Bidding Period		Bid Evaluation		Draft Contract		Contract Award			Contract Implementation	
	Lot Number	SPN/IFP Received	SPN/IFP No-Objection Date	SPN/IFP Publication Date (UNDB)	Estimated Amount in Carry. (000)	Procurement Method	Pre-qualification (Y/N)	Dom/Reg. Preference (Y/N)	Prior or Post Review	Bid Closing Date	Plan/Revised/Actual	Bid Documents Received	No-Objection Date	PQ Doc Issued	Closing Date	Evaluation Report Received	No-Objection Date	Bid Invitation Date	Bid Closing-Opening	Bid Evaluation Report Received	No-Objection Date	Draft Contract Received	No-Objection Date	Contract Amount in UA(000)	Date of Contract Award	Date of Contract Signature	Start Date	End Date
Cesspit Emptyer Truck and Vasco Tags (MCC/FISH/GDS/CET-VT/001/10/12)	2	5-Feb-13	12-Feb-13	19-Feb-13	€ 0.167	Shopping	N	N	Prior	12-Mar-13	Plan Revised Actual	5-Feb-13	12-Feb-13	NA	NA	NA	NA	19-Feb-13	12-Mar-13	26-Mar-13	2-Apr-13	16-Apr-13	23-Apr-13		9-Apr-13	30-Apr-13	30-Apr-13	29-Jun-13
Pick-up Truck (MCC/FISH/GDS/PT/001/10/12)	1	5-Feb-13	12-Feb-13	19-Feb-13	€ 0.031	Shopping	N	N	Post	12-Mar-13	Plan Revised Actual	5-Feb-13	12-Feb-13	NA	NA	NA	NA	19-Feb-13	12-Mar-13	19-Mar-13	NA	26-Mar-13	2-Apr-13		19-Mar-13	9-Apr-13	9-Apr-13	8-Jun-13
Office Supplies, IT equipment & Office Furniture (MCC/FISH/GDS/OS-ITE-0F/001/10/12)	2	30-Jan-13	6-Feb-13	13-Feb-13	€ 0.014	Shopping	N	N	Post	6-Mar-13	Plan Revised Actual	30-Jan-13	6-Feb-13	NA	NA	NA	NA	13-Feb-13	6-Mar-13	13-Mar-13	NA	25-Mar-13	1-Apr-13		20-Mar-13	8-Apr-13	8-Apr-13	22-Apr-13
Total Cost					€ 0.212						Plan Revised Actual														#REF!			
					0.00																				#REF!			
					0.00																				#REF!			
Note 1. (Supplementary information concerning Procurement of Goods and Non-Consultancy services, such as Pre-qualification or any other Special Procurement Arrangement)																												
Page 1/X																												

PROCUREMENT PLAN																																																																																																																																																																																																																															
General Fill gray cells only!																																																																																																																																																																																																																															
Country/Organisation: X																																																																																																																																																																																																																															
Project/Programme Description: X																																																																																																																																																																																																																															
Project/Programme SAP Identification #: X																																																																																																																																																																																																																															
Loan #: X																																																																																																																																																																																																																															
Executing Agency: X																																																																																																																																																																																																																															
Approval Date of Procurement Plan: X																																																																																																																																																																																																																															
Date of General Procurement Notice: X																																																																																																																																																																																																																															
Advance Contracting: X																																																																																																																																																																																																																															
Period Covered by these Proc. Plans: X																																																																																																																																																																																																																															
Prior Review Threshold: Procurement decisions subject to Prior Review by the Bank as stated in Annex B5 of the Appraisal Report																																																																																																																																																																																																																															
2. WORKS																																																																																																																																																																																																																															
<i>Works (see Note 1)</i>																																																																																																																																																																																																																															
<table border="1"> <thead> <tr> <th>Procurement Method</th> <th>Prior review Threshold (UA\$equiv.)</th> <th colspan="26">Comments</th> </tr> </thead> <tbody> <tr><td>1.</td><td></td><td colspan="26"></td></tr> <tr><td>2.</td><td></td><td colspan="26"></td></tr> <tr><td>3.</td><td></td><td colspan="26"></td></tr> <tr><td>4.</td><td></td><td colspan="26"></td></tr> <tr><td>5.</td><td></td><td colspan="26"></td></tr> <tr><td>6.</td><td></td><td colspan="26"></td></tr> </tbody> </table>																												Procurement Method	Prior review Threshold (UA\$equiv.)	Comments																										1.																												2.																												3.																												4.																												5.																												6.																											
Procurement Method	Prior review Threshold (UA\$equiv.)	Comments																																																																																																																																																																																																																													
1.																																																																																																																																																																																																																															
2.																																																																																																																																																																																																																															
3.																																																																																																																																																																																																																															
4.																																																																																																																																																																																																																															
5.																																																																																																																																																																																																																															
6.																																																																																																																																																																																																																															
<i>Procurement Packages with Methods and Time Schedule</i>																																																																																																																																																																																																																															
Description*	Lot Number	SPN/FP Received	SPN/FP No-Objection Date	SPN/FP Publication Date (UNDB)	Estimated Amount in Curry (000)	Lampsum or Unit Rate	Procurement Method	Pre-Qualification (Y/N)	Dum/Req. Preference (Y/N)	Prior or Post Review	Bid Closing Date	Plan/Revised/Actual	Bid Documents		Pre-Qualification		Pre-Qualification		Bidding Period		Bid Evaluation		Draft Contract		Contract Award		Contract Implementation																																																																																																																																																																																																				
													Bid Documents Received	No-Objection Date	PQ Doc Issued	Closing Date	Evaluation Report Received	No-Objection Date	Bid Invitation Date	Bid Closing-Opening	Bid Evaluation Report Received	No-Objection Date	Draft Contract Received	No-Objection Date	Contract Amount in UA(000)	Date Contract Award	Date Contract Signature	Start Date	End Date																																																																																																																																																																																																		
Construction/Rehabilitation of Public Toilets (MCCFISH/ WKS /CRPT/ 001/10/12)		20-May-13	27-May-13	3-Jun-13	€ 0.161	Lampsum	NCB	N	Y	Prior	15-Jul-13	Plan Revised Actual	20-May-13	27-May-13	NA	NA	NA	NA	3-Jun-13	15-Jul-13	29-Jul-13	5-Aug-13	12-Aug-13	19-Aug-13		12-Aug-13	26-Aug-13	25-Sep-13	24-Mar-14																																																																																																																																																																																																		
Construction of Shave Septic Tanks (MCCFISH/WKS/ CSST/002/10/12)		20-May-13	27-May-13	3-Jun-13	€ 0.108	Lampsum	NCB	N	Y	Prior	15-Jul-13	Plan Revised Actual	20-May-13	27-May-13	NA	NA	NA	NA	3-Jun-13	15-Jul-13	29-Jul-13	5-Aug-13	12-Aug-13	19-Aug-13		12-Aug-13	26-Aug-13	25-Sep-13	24-Mar-14																																																																																																																																																																																																		
Construction of FS Treatment Plant, Access and Fertilizer Processing Facility (MCCFISH/WKS/FS-TP- AFPF/003/10/12)		20-May-13	27-May-13	3-Jun-13	€ 0.307	Lampsum	NCB	N	Y	Prior	15-Jul-13	Plan Revised Actual	20-May-13	27-May-13	NA	NA	NA	NA	3-Jun-13	15-Jul-13	29-Jul-13	5-Aug-13	12-Aug-13	19-Aug-13		12-Aug-13	26-Aug-13	25-Sep-13	24-Mar-14																																																																																																																																																																																																		
Establishment of Demonstration Farms (MCCFISH/WKS/ EDF/004/10/12)		20-May-13	27-May-13	3-Jun-13	€ 0.016	Lampsum	Shopping	N	Y	Post	15-Jul-13	Plan Revised Actual	20-May-13	27-May-13	NA	NA	NA	NA	3-Jun-13	15-Jul-13	29-Jul-13	5-Aug-13	12-Aug-13	19-Aug-13		12-Aug-13	26-Aug-13	25-Sep-13	23-Jan-14																																																																																																																																																																																																		
												Plan Revised Actual																																																																																																																																																																																																																			
Total Cost					€ 0.592							Plan Revised Actual														0.00																																																																																																																																																																																																					
												Plan Revised Actual														0.00																																																																																																																																																																																																					
Note 1. (Supplementary information concerning Procurement of Works, such as Pre-qualification or any other Special Procurement Arrangement)																																																																																																																																																																																																																															
Page 1/X																																																																																																																																																																																																																															

PROCUREMENT PLAN

General	Fill gray cells only!
Country/Organisation:	X
Project/Programme Description:	X
Project/Programme SAP Identification #:	X
Loan #:	X
Executing Agency:	X
Approval Date of Procurement Plan:	X
Date of General Procurement Notice:	X
Advance Contracting Period Covered by these Proc. Plans:	X
Prior Review Threshold:	Procurement decisions subject to Prior Review by the Bank as stated in Annex B5 of the Appraisal Report

3. CONSULTANTS

Consultants (see Note 1)			
Selection Method		Prior review Threshold (UA\$equv.)	Comments
1.			
2.			
3.			
4.			
5.			
6.			

Consultant - 1 (Project Staff)		Basic Data										Request for Expression of Interest		Terms of Reference		Short List		Request for Proposal		Proposal Period		Bid Evaluation Technical (T) & Financial (F)			Draft Contract		Contract Award			Contract Implementation	
Description*	Date EOJ Received	Date No-Objection	Selection Method	Lumpsum or Time-Based	Estimated Amount in Curry (000)	Prior/Post Review	Bid Closing Date	Plan/ Revised/ Actual	Date Published	Closing Date	Date Received	Date No-Objection	Date Received	Date No-Objection	Date Received	Date No-Objection	Issuance Date	Submission/ Opening Date	Submission Evaluation Report (T)	No-objection Evaluation Report (F)	Opening Financial Proposals	Draft Contract Received	Draft Contract Amount in Curry, (000)	Date No-Objection	Final Contract Received	Contract Amount in UA (000)	Contract Award Date	Contract Signature	Start Date	End Date	
Project Manager for 24 months	26-Oct-12	2-Nov-12	IC	Time-based	0.007	Prior	NA	Plan	10-Nov-12	24-Nov-12	26-Oct-12	2-Nov-12	1-Dec-12	8-Dec-12	NA	NA	NA	NA	22-Dec-12	29-Dec-12	NA	5-Jan-13		12-Jan-13	12-Jan-13		19-Jan-13	26-Jan-13	26-Jan-13	16-Jun-15	
Procurement Specialist/ Administration & Finance Officer for 24 months	26-Oct-12	2-Nov-12	IC	Time based	0.029	Post	NA	Plan	10-Nov-12	24-Nov-12	26-Oct-12	2-Nov-12	1-Dec-12	8-Dec-12	NA	NA	NA	NA	22-Dec-12	29-Dec-12	NA	5-Jan-13		12-Jan-13	12-Jan-13		19-Jan-13	26-Jan-13	26-Jan-13	16-Jun-15	
Communication Specialist for 16 months	30-Jan-13	6-Feb-13	IC	Time-Based	0.01	Post	NA	Plan	14-Feb-13	28-Feb-13	30-Jan-13	6-Feb-13	7-Mar-13	14-Mar-13	NA	NA	NA	NA	28-Mar-13	4-Apr-13	NA	11-Apr-13		18-Apr-13	18-Apr-13		21-Apr-13	28-Apr-13	28-Apr-13	21-Aug-14	
Social Development Specialist for 16 months	30-Jan-13	6-Feb-13	IC	Time-based	0.01	Post	NA	Plan	14-Feb-13	28-Feb-13	30-Jan-13	6-Feb-13	7-Mar-13	14-Mar-13	NA	NA	NA	NA	28-Mar-13	4-Apr-13	NA	11-Apr-13		18-Apr-13	18-Apr-13		21-Apr-13	28-Apr-13	28-Apr-13	21-Aug-14	
Social Facilitator (8) for 16 months	30-Jan-13	6-Feb-13	IC	Time-based	0.019	Post	NA	Plan	14-Feb-13	28-Feb-13	30-Jan-13	6-Feb-13	7-Mar-13	14-Mar-13	NA	NA	NA	NA	28-Mar-13	4-Apr-13	NA	11-Apr-13		18-Apr-13	18-Apr-13		21-Apr-13	28-Apr-13	28-Apr-13	21-Aug-14	
CBEs Development Specialist for 16 months	30-Jan-13	6-Feb-13	IC	Time-based	0.003	Post	NA	Plan	14-Feb-13	28-Feb-13	30-Jan-13	6-Feb-13	7-Mar-13	14-Mar-13	NA	NA	NA	NA	28-Mar-13	4-Apr-13	NA	11-Apr-13		18-Apr-13	18-Apr-13		21-Apr-13	28-Apr-13	28-Apr-13	21-Aug-14	
Office Assistant for 24 months	30-Jan-13	6-Feb-13	IC	Time-based	0.006	Post	NA	Plan	14-Feb-13	28-Feb-13	30-Jan-13	6-Feb-13	7-Mar-13	14-Mar-13	NA	NA	NA	NA	28-Mar-13	4-Apr-13	NA	11-Apr-13		18-Apr-13	18-Apr-13		21-Apr-13	28-Apr-13	28-Apr-13	18-Aug-15	
Driver for 24 months	30-Jan-13	6-Feb-13	IC	Time-based	0.006			Plan	14-Feb-13	28-Feb-13	30-Jan-13	6-Feb-13	7-Mar-13	14-Mar-13	NA	NA	NA	NA	28-Mar-13	4-Apr-13	NA	11-Apr-13		18-Apr-13	18-Apr-13		21-Apr-13	28-Apr-13	28-Apr-13	18-Aug-15	
Total Cost					€ 0.150			Plan																							
					0.00			Revised																							
					0.00			Actual																							

Consultant -2 (Studies, Design & Supervision)

Procurement Packages with Methods and Time Schedule	Basic Data								Request for Expression of Interest		Terms of Reference		Short List		Request for Proposal		Proposal Period		Bid Evaluation Technical (T) & Financial (F)				Draft Contract			Contract Award				Contract Implementation	
	Description*	Date EOI Received	Date No-Objection	Selection Method	Lumpsum or Time-Based	Estimated Amount in Curry (000)	Prior/Post Review	Bid Closing Date	Plan/ Revised/ Actual	Date Published	Closing Date	Date Received	Date No-Objection	Date Received	Date No-Objection	Date Received	Date No-Objection	Issuance Date	Submission / Opening Date	Submission Evaluation Report (T)	No-objection Evaluation Report (T)	Opening Financial Proposals	Draft Contract Received	Draft Contract Amount in Curry.	Date No-Objection	Final Contract Received	Contract Amount in UA (000)	Contract Award Date	Contract Signature	Start Date	End Date
Baseline Studies (Public Toilets and Septic Tank)	2-Jan-13	9-Jan-13	CQS	Lumpsum	0.006	Post	6-Apr-13	Plan Revised Actual	16-Jan-13	30-Jan-13	2-Jan-13	9-Jan-13	6-Feb-13	13-Feb-13	27-Feb-13	6-Mar-13	9-Mar-13	6-Apr-13	20-Apr-13	27-Apr-13	11-May-13	18-May-13		25-May-13	25-May-13		1-Jun-13	8-Jun-13	29-Jun-13	28-Aug-13	
Assessment, Selection & Costing for Rehab.	2-Jan-13	9-Jan-13	CQS	Lumpsum	0.005	Post	6-Apr-13	Plan Revised Actual	16-Jan-13	30-Jan-13	2-Jan-13	9-Jan-13	6-Feb-13	13-Feb-13	27-Feb-13	6-Mar-13	9-Mar-13	6-Apr-13	20-Apr-13	27-Apr-13	11-May-13	18-May-13		25-May-13	25-May-13		1-Jun-13	8-Jun-13	29-Jun-13	28-Aug-13	
Feasibility Studies (Septic Tank), Development of FS Marketing Plan & Sales Strategy	2-Jan-13	9-Jan-13	CQS	Lumpsum	0.020	Post	6-Apr-13	Plan Revised Actual	16-Jan-13	30-Jan-13	2-Jan-13	9-Jan-13	6-Feb-13	13-Feb-13	27-Feb-13	6-Mar-13	9-Mar-13	6-Apr-13	20-Apr-13	27-Apr-13	11-May-13	18-May-13		25-May-13	25-May-13		1-Jun-13	8-Jun-13	29-Jun-13	28-Aug-13	
Design and Construction Supervision (Public Toilet and Septic Tanks)	2-Jan-13	9-Jan-13	CQS	Lumpsum	0.020	Post	6-Apr-13	Plan Revised Actual	16-Jan-13	30-Jan-13	2-Jan-13	9-Jan-13	6-Feb-13	13-Feb-13	27-Feb-13	6-Mar-13	9-Mar-13	6-Apr-13	20-Apr-13	27-Apr-13	11-May-13	18-May-13		25-May-13	25-May-13		1-Jun-13	8-Jun-13	29-Jun-13	28-Aug-13	
Design of FS Treatment facility	2-Jan-13	9-Jan-13	CQS	Lumpsum	0.020	Post	6-Apr-13	Plan Revised Actual	16-Jan-13	30-Jan-13	2-Jan-13	9-Jan-13	6-Feb-13	13-Feb-13	27-Feb-13	6-Mar-13	9-Mar-13	6-Apr-13	20-Apr-13	27-Apr-13	11-May-13	18-May-13		25-May-13	25-May-13		1-Jun-13	8-Jun-13	29-Jun-13	28-Aug-13	
Construction Supervision- Treatment facility	2-Jan-13	9-Jan-13	CQS	Lumpsum	0.032	Post	6-Apr-13	Plan Revised Actual	16-Jan-13	30-Jan-13	2-Jan-13	9-Jan-13	6-Feb-13	13-Feb-13	27-Feb-13	6-Mar-13	9-Mar-13	6-Apr-13	20-Apr-13	27-Apr-13	11-May-13	18-May-13		25-May-13	25-May-13		1-Jun-13	8-Jun-13	29-Jun-13	28-Aug-13	
Research and Development	2-Jan-13	9-Jan-13	CQS	Lumpsum	0.020	Post	6-Apr-13	Plan Revised Actual	16-Jan-13	30-Jan-13	2-Jan-13	9-Jan-13	6-Feb-13	13-Feb-13	27-Feb-13	6-Mar-13	9-Mar-13	6-Apr-13	20-Apr-13	27-Apr-13	11-May-13	18-May-13		25-May-13	25-May-13		1-Jun-13	8-Jun-13	29-Jun-13	28-Aug-13	
Quality Testing (Effluent and Fertilizer)	2-Jan-13	9-Jan-13	CQS	Lumpsum	0.005	Post	6-Apr-13	Plan Revised Actual	16-Jan-13	30-Jan-13	2-Jan-13	9-Jan-13	6-Feb-13	13-Feb-13	27-Feb-13	6-Mar-13	9-Mar-13	6-Apr-13	20-Apr-13	27-Apr-13	11-May-13	18-May-13		25-May-13	25-May-13		1-Jun-13	8-Jun-13	29-Jun-13	28-Aug-13	
								Plan Revised Actual																							
								Plan Revised Actual																							
								Plan Revised Actual																							
								Plan Revised Actual																							
Total Cost					\$ 0.128			Plan Revised Actual																			#REF!				
								Plan Revised Actual																			#REF!				

consultant -3 (Training /Capacity Building Component)

Procurement Packages with	Basic Data								Request for Expression of Interest		Terms of Reference		Short List		Request for Proposal		Proposal Period		Bid Evaluation Technical (T) & Financial (F)				Draft Contract			Contract Award				Contract Implementation	
	Description*	Date EOI Received	Date No-Objection	Selection Method	Lumpsum or Time-Based	Estimated Amount in Curry (000)	Prior/Post Review	Bid Closing Date	Plan/ Revised/ Actual	Date Published	Closing Date	Date Received	Date No-Objection	Date Received	Date No-Objection	Date Received	Date No-Objection	Issuance Date	Submission / Opening Date	Submission Evaluation Report (T)	No-objection Evaluation Report	Opening Financial Proposals	Draft Contract Received	Draft Contract Amount in Curry.	Date No-Objection	Final Contract Received	Contract Amount in UA (000)	Contract Award Date	Contract Signature	Start Date	End Date
MCC Training /Capacity Development	3-Sep-13	10-Sep-13	CQS	Lumpsum	0.004	Post	26-Nov-13	Plan Revised Actual	17-Sep-13	1-Oct-13	3-Sep-13	10-Sep-13	8-Oct-13	15-Oct-13	22-Oct-13	29-Oct-13	29-Oct-13	26-Nov-13	10-Dec-13	17-Dec-13	24-Dec-13	31-Dec-13		7-Jan-14	7-Jan-14		14-Jan-14	14-Jan-14	13-Feb-14	14-May-14	
CBE Training (Management Client Services, O&M of Public Toilets)	3-Sep-13	10-Sep-13	CQS	Lumpsum	0.008	Post	26-Nov-13	Plan Revised Actual	17-Sep-13	1-Oct-13	3-Sep-13	10-Sep-13	8-Oct-13	15-Oct-13	22-Oct-13	29-Oct-13	29-Oct-13	26-Nov-13	10-Dec-13	17-Dec-13	24-Dec-13	31-Dec-13		8-Jan-14	7-Jan-14		15-Jan-14	15-Jan-14	14-Feb-14	15-May-14	
CMT Training (Conflict Resolution ,M&E, etc)	3-Sep-13	10-Sep-13	CQS	Lumpsum	0.004	Post	26-Nov-13	Plan Revised Actual	17-Sep-13	1-Oct-13	3-Sep-13	10-Sep-13	8-Oct-13	15-Oct-13	22-Oct-13	29-Oct-13	29-Oct-13	26-Nov-13	10-Dec-13	17-Dec-13	24-Dec-13	31-Dec-13		8-Jan-14	7-Jan-14		15-Jan-14	15-Jan-14	14-Feb-14	15-May-14	
Local Artisan Training	27-Sep-13	4-Oct-13	CQS	Lumpsum	0.004	Post	20-Dec-13	Plan Revised Actual	11-Oct-13	25-Oct-13	27-Sep-13	4-Oct-13	1-Nov-13	8-Nov-13	15-Nov-13	22-Nov-13	22-Nov-13	20-Dec-13	3-Jan-14	10-Jan-14	17-Jan-14	24-Jan-14		1-Feb-14	31-Jan-14		8-Feb-14	8-Feb-14	10-Mar-14	8-Jun-14	
Private Operator Training (Collection and Treatment)	27-Sep-13	4-Oct-13	CQS	Lumpsum	0.005	Post	20-Dec-13	Plan Revised Actual	11-Oct-13	25-Oct-13	27-Sep-13	4-Oct-13	1-Nov-13	8-Nov-13	15-Nov-13	22-Nov-13	22-Nov-13	20-Dec-13	3-Jan-14	10-Jan-14	17-Jan-14	24-Jan-14		1-Feb-14	31-Jan-14		8-Feb-14	8-Feb-14	10-Mar-14	8-Jun-14	
FS Collectors Association Training	27-Sep-13	4-Oct-13	CQS	Lumpsum	0.003	Post	20-Dec-13	Plan Revised Actual	11-Oct-13	25-Oct-13	27-Sep-13	4-Oct-13	1-Nov-13	8-Nov-13	15-Nov-13	22-Nov-13	22-Nov-13	20-Dec-13	3-Jan-14	10-Jan-14	17-Jan-14	24-Jan-14		1-Feb-14	31-Jan-14		8-Feb-14	8-Feb-14	10-Mar-14	8-Jun-14	
								Plan Revised Actual																							
								Plan Revised Actual																							
Total Cost					0.028			Plan Revised Actual																				#REF!			
					0.00			Plan Revised Actual																				#REF!			