

Section II: Schedule of Requirements

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Terms of Reference

For a Provision of an Action Plan for horizontal and vertical expansion of the Community Based Enterprise (CBE) system for Primary Waste Collection in Monrovia, Paynesville, and surrounding townships.

Background

In Liberia, waste collection and waste management services fall within the mandate of cities. Municipal solid waste collected in Monrovia, Paynesville and neighboring townships is currently transferred to the Whein Town landfill, located in Paynesville. This is Liberia's only sanitary landfill and was constructed in 2011 under the World Bank's Emergency Monrovia Urban Sanitation (EMUS) project. The EMUS project was financed by the Liberia Reconstruction Trust Fund (LRTF), the Ebola Recovery and Reconstruction Trust Fund (ERRTF), the International Development Agency (IDA) and the Government of Liberia with majority funding from the European Union (EU) and made significant progress in establishing an effective waste collection and disposal system for Monrovia and surrounding townships. The EMUS project ended on 30th December 2016. The cities of Monrovia, Paynesville and the surrounding townships area are at different stages in what regards their waste collection and waste management systems.

In parallel, the Cities Alliance (UNOPS) is implementing a EU-financed projects on Primary Waste Collection and Waste to Energy Alternatives for Greater Monrovia. Together, these two projects aim to support Liberia's Nationally Disclosed Contribution (NDC) to the United Nations Framework Convention on Climate Change by improving the Primary Waste Collection System as well as providing viable alternatives such as waste recycling, composting and Waste-to-Energy alternatives.

The Cities Alliance (UNOPS) is implementing projects on Primary Waste Collection, working directly with Community Based Enterprises (CBE's) to ensure that Solid Waste Management in Liberia is viewed as a value chain from the household to the landfill site. This project builds up on the experiences of the Improved Primary Waste Collection in Poor Communities project, funded by the Bill and Melinda Gates Foundation, which established and trained CBEs and Community Management Teams (CMTs). The IMPAC project demonstrated that the CBE model is a successful model for Primary Solid Waste Collection and one which would benefit Monrovia, Paynesville and surrounding townships in their mandate of waste collection. Furthermore, the project

To support this aim, there is a need to acquire the services of a Consultant or Consultancy Firm to develop a capacity building course to produce an Action Plan for horizontal (geographic) and vertical (economic diversification) of the Community Based Enterprise system for Primary Waste Collection in Monrovia, Paynesville, and surrounding townships.

Objectives

The key objectives for the assignment are as follows:

1. Collect detailed and accurate information on the CBE system in Monrovia, Paynesville, and neighboring townships in relation to their geographic distribution, degree of formalization, number of people employed (disaggregated by gender and age), facility inventory, equipment inventory, financial analysis of the business model, review of the regulatory arrangements and framework. Design a maturity model of the CBE system that covers the geographical scope of the project. These report will serve as the foundation for identifying short term opportunities to improve each city's Primary Solid Waste Collection and coverage of the CBE System and provide the information necessary to develop an effective Action Plan for the horizontal and vertical expansion of the CBE system.

2. Identify bottlenecks for increasing the technical, environmental, social, financial, and institutional effectiveness of the CBE system. Based on this assessment and interviews with stakeholders, identify medium- and short-term opportunities and actions to increase technical, environmental, social, financial, and institutional effectiveness of the CBE system.
3. Develop a costed and financially viable Action Plan for the horizontal and vertical expansion of the CBE system, including an indicative budget for full horizontal expansion and vertical expansion into Composting and Recycling.
4. Through participatory prioritization with stakeholders select the critical path for short-term implementation taking into consideration the available budget of the project.
5. Design training modules for the CBEs and the Community Management Teams on financial management, quality of service, Monitoring and Evaluation, and Human Resources Management.

GEOGRAPHIC SCOPE

The geographic scope of the study are Monrovia, Paynesville, New Georgia, Garwolon, West Point, Brewerville, Virginia, Congo Town, Johnsonville, Dixville, Caldwell, New Kru Town, Barnersville, Gardnersville and the Township of Cheesemanburg.

Scope

The scope of work is designed to address the objectives described above. The scope of work has three key components, namely:

1. **Inception Analysis.** Conduct an assessment of current CBE operations in Monrovia, Paynesville and neighboring townships (geographic scope of the project) and determine: the institutional and regulatory arrangements of the CBE system, the level of formalization of CBEs in the geographic scope of the project, the waste collected by CBEs in the geographic scope of the project, assessment of current operations, the number of people employed (disaggregated by gender and age), the facility inventory, equipment inventory, and financial analysis of the current business model. The inception analysis should also contain an identification of bottlenecks and opportunities regarding the CBE system, its current financial health, regulatory arrangements, and framework. This will include
 - a) Desk study review
 - b) Interviews with stakeholders
 - c) Bottlenecks, challenges, and opportunities
 - d) Recommendations
 - e) Validation by stakeholders
2. **Assessment and Costing of Business Model –** Based on previous findings and interviews, assess, and cost the current business and institutional model of the CBE's system. Based on the bottlenecks, challenges and opportunities identified in the Inception Analysis, propose, and cost a business model that will include the horizontal and vertical expansion of the CBE system in Monrovia, Paynesville, and surrounding townships. This business model should include different scenarios of regarding funding and sustainability (for example, international support, the private sector, own funding mechanisms, local and national funding) as well as trade-offs, opportunities, and maturity scales for each one of them. This will include:
 - a) Assessment and costing of current business model;
 - b) Costing of proposed business model that includes horizontal and vertical expansion of the CBE system;
 - c) Maturity scale of the necessary steps, funding, and mechanisms to get full horizontal expansion and vertical expansion of the CBE system into composting and recycling.
3. **Action Plan –** based on the findings of the Inception Analysis, and the proposals presented in the costed business model, a costed action plan for full horizontal coverage and vertical expansion of the CBE system into composting and recycling should be presented. This Action Plan should be based on the viable option concerning project funds availability for its implementation – which will be made available to the consultant(s). The Action Plan should include the costing of micro-loans and grants to CBEs, capacity building necessary to strengthen the CBEs and the CMTs (their sustainability, Human Resources Management, and Financial

Management), and where sorting stations for CBEs should be located. The Action Plan and its steps should be mutually agreed with stakeholders on project implementation, especially local and national authorities; multilateral agencies, civil society stakeholders, community representation, and private sector.

4. **Training Modules** – Develop training modules for the CBEs and CMTs on Financial Management, Human Resources Management, Service Delivery. Aspects of Gender in each of these areas should also be raised in the training modules.

Part 1: Inception Analysis.

The Inception Analysis will provide an accurate and detailed assessment of Monrovia, Paynesville, and surrounding townships' current CBE system. To conduct the study, the Consultant/firm will be expected to identify and collect appropriate data using a combination of desk study review, site visits, and discussions with key stakeholders and sample collection and analysis. The Baseline Review shall include the following:

1. **Desk study review.** Review all existing reports and plans on the CBE system, including the reports of the IMPAC project, its evaluation, and the data collected for the baseline of this EU-funded project. This desk study review will profit from the data being currently collected for the baseline study, which will already include: (a) waste characterization study, (b) equipment inventory of CBE's, (c) facility inventory of CBE's, (d) collection service level assessment of CBE's, (e) recycling systems currently in place; (f) financial analysis of the CBE system; (g) existing budgets and financial resources; (h) review of institutional and regulatory assessments; (i) private sector participation; (j) a survey in representative neighborhoods of each of the participating city/township regarding their patterns of behavior in waste storage and discharge, as well as their preferences and concerns.
2. **Maturity Model of the CBEs.** Based on the desk study review and interviews with stakeholders, a maturity model of the CBEs for the different geographic target areas should be developed. This should include the level of formalization of the CBEs in each area, the coverage of the CBE system in each area, Gender Parity of employed people in the CBE system, and sustainability of CBEs.

Part 2: Assessment and costing of the Business Model

The Assessment of the business model should include the description and institutional landmark of the CBE system in Liberia, a market analysis of the CBE system, the institutional management of the CBEs (including Financial and Operational management and Human Resources), the current funding requirements to maintain the system and to expand it horizontally.

- a. **Assessment of the business model.** Develop an assessment of the business and institutional model currently employed by the CBEs. Identify bottlenecks, challenges, and opportunities in the short-, medium-, and long-terms for the sustainability of this model. The assessment should contain recommendations for improvement and change (where and if needed). This should also include the assumptions different proposed business models.
- b. **Market Demand for Composting and Recycling Systems.** Determine whether the market demand exists or could be readily developed for increasing the level of recycling and composting. Discuss what incentives might enhance recycling and composting and increase demand. Determine initiatives which could be implemented as pilot projects to diversify the economic model of the CBEs into recycling and composting. Based on these models, provide the best location for sorting and recycling stations in the geographic scope of the project, the cost of these stations as well as the capacities at which they would operate.
- c. **Proposed Costed Business Model.** Develop a costed business model that includes the full horizontal expansion of the system and vertical expansion into composting and recycling. Once this has been costed, match the cost of what can be implemented in the project's current cycle, including sorting stations, micro-loan and credit facility, and capacity building of CBEs and CMTs.

Part 3: Action Plan

The Action Plan should be informed by the previous products and be agreed with the stakeholders of the project including timeline for implementation, target beneficiaries, necessary training of beneficiaries, milestones, concrete outputs, costing of outputs, date of delivery and a simplified Monitoring and Evaluation System. The Action Plan should be simple, concrete, and easily understandable by all stakeholders involved. It should be made of the following:

- Executive Summary
- Background of the project
- Methodology of the Action Plan, including stakeholder consultation
- Explanation of each milestone of the Action Plan, including responsible institution, costing, and date of delivery;
- A simplified version of the Action Plan presented as a Table so stakeholders and project implementation team can keep track of progress.

Part 4: Training Modules

Based on the findings of Part 1 and 2 and on the agreed deliverables of Part 3, design training modules (in English) to strengthen the financial management, service delivery, human resources management of the CBEs and the CMTs. The training modules will be shared with the Technical Working Group for their review and inputs before the modules are finalized. The training modules should include aspects related to Gender and Primary Waste Collection. The training modules should include: Topic, Objective, Subjects to be covered, Target Groups, Resources, Length of Training, Materials for Training.

Reports:

The consultants are expected to produce the following reports during the study:

1. **Inception Report:** Within 15 days, the consultant shall produce an inception report outlining methodologies to be used in the Inception Analysis, the Assessment and Costing of Business Model; the Action Plan, and the training modules. It should contain an initial plan for content of these reports, milestones, and dates of field work.
2. **Inception Analysis:** Within 45 days, the consultants shall produce an inception analysis outlining the methodologies to be used in the study, initial observations, apparent availability of data, and detailed work program for the two components of the study. The work program shall describe the survey, sampling, and laboratory analytical protocols to be used in data collection. The work program shall include a detailed schedule for all work, including field work in project participating cities/townships. The inception report shall also report on the fulfillment of the study conditions, as outlined above.
3. **Assessment and Costing of Business Model:** Within 60 days, the consultants shall provide the Assessment and Costing of Business Model of the CBEs.
4. **Training Modules:** Interim Report: Within 75 days, the consultants shall produce the training modules for CBEs and CMT. The modules should be on Financial Management, Human Resources Management, and Service Delivery. All modules should include the interconnected relationship between gender and their topic.
5. **Action Plan:** The Action Plan should be submitted within 90 days. The consultants will then run a workshop with stakeholders to agree on and prioritize the Action Plan.

Staffing Requirements:

The study manager shall be an international waste management specialist with a minimum of a master's degree in environmental engineering, civil engineering, environmental science or equivalent with at least 10 years of work experience with 5 years of experience in solid waste management planning activities in developing countries. The study manager shall have experience in the development of project plans and budgetary estimates, including foreign and local exchange costs, for purposes of the donors. The specialist shall have experience which is relevant to assessing the needs and capabilities of a local government to operate and maintain a system of CBEs.

The study team shall include one local specialist with some solid waste management experience.

The study team shall include one local specialist with a public sector expertise in either public administration, organizational management, or law, and at least ten years of experience in activities of direct relevance to the scope of work required under the legal, regulatory, and organizational framework portion of the study. While experience in analysis and development of institutional arrangements for local and/or national government agencies is essential, experience with agencies directly responsible for solid waste management is not required but could be an advantage.

The study team shall include one local specialist with a minimum of a bachelor's degree in economics or finance, and at least eight years of experience in review and analysis of budget, expenditure and revenue data bases of government agencies. The specialist shall also have training, and preferably experience, in the development of financial arrangements for cost recovery.

Conditions of the Study:

The Consultant/firm shall use the Cities Alliance office as its base and be in close contact with the local and national stakeholders in order to maximize technology transfer and training to counterpart staff and other stakeholders. There is an expectation that results of the project will be shared with the Technical Working Group of Solid Waste Management established by Cities Alliance, and other partners as necessary (and vetted by the Technical Working Group) to ensure ownership of the final products.

Local consultants participating in the study shall work at the Cities Alliance office while the study is on-going. All other local consultants participating in data collection and analysis, under the guidance of the Consultancy Lead, shall attend regular meetings (e.g., weekly) for purposes of direction and monitoring, but will work on a day-to-day basis in the field.

The study shall have a clear approach, i.e., the methods and approaches shall lead to comparable data and the evaluation of background conditions and shall enable understanding of the similarities and differences among the cities and townships.

The outputs for each city/township shall be reported in the same format, for ready comparison of data and findings.

The process used for data generation and analysis shall be replicable, and simple spreadsheets for data management and analysis shall be developed.

Costing conducted during the study shall clearly outline all costing factors used in a manner which readily enables comparison of costs and updating, including unit prices, percentage increases for benefits and administrative overhead, consumption rates for consumables and unit prices, interest rates, insurances, duties, economic life, downtime and productivity assumptions. As appropriate, the basis for calculating costs of civil works shall be provided in terms of local costs for time and materials, as well as any foreign exchange requirements. Also, costs for imported equipment shall be provided in terms of international quotations plus factors applied for costs attributable to shipping, portage, registration, duties and sales tax.