

# **Scope of Work: World Bank TDLC Operational Support to the Cheesemanburg Regional Landfill Project, Liberia**

## **The World Bank Group's Vision and Strategy**

The global development community is at an auspicious turning point in history. Thanks to the success of the past few decades and favorable economic growth, developing countries now have an unprecedented opportunity to end extreme poverty within a generation. This is the vision of the WBG: to eradicate extreme poverty by reducing the number of people living on less than \$1.25 a day to 3 percent by 2030 and promote shared prosperity by fostering the income growth of the bottom 40 percent in every country.

To achieve this vision, the WBG Board of Governors has approved a strategy with three components: (1) maximizing development impact by engaging country clients in identifying and tackling the most challenging development challenges; (2) promoting scaled-up partnerships that are strategically aligned with the goals; and (3) crowding in public and private resources, expertise and ideas. The architecture underpinning the strategy and instrumental to its success is the establishment of fourteen Global Practices and five Cross-Cutting Solution Areas that, in concert with the WBG Regions, will design solutions that address clients' most pressing developmental challenges, and ultimately, enable the WBG to meet its twin goals of eliminating extreme poverty and boosting shared prosperity.

## **The Urban, Disaster Risk Management, Resilience and Land Global Practice (GPURL)**

Urbanization is occurring at an unprecedented pace. Cities generate 80% of global GDP and are crucial to job creation and the pursuit of shared prosperity. Yet one billion city residents live in slums today, and by 2030 one billion new migrants will arrive in cities. This concentration of people and assets will exacerbate risk exposure to adverse natural events and climate change, which affects the poor disproportionately.

The WBG brings a combination of lending (\$7-8 billion in annual lending to cities), analytical and advisory services (e.g., urbanization reviews, Sendai dialogue), its growing portfolio of reimbursable advisory services, its convening power (e.g., understanding risk and the land conferences), its leveraging capacity (e.g., guarantees and risk mitigation), and its ability to work with the private sector to tackle the challenges at scale and to effect.

Urban, Disaster Risk Management, Resilience and Land Global Practice (GPURL) covers a wide gamut: (i) developing green, inclusive, competitive and resilient cities; (ii) enhancing urban and rural development through supporting and managing the urban-rural transition, assisting local development through developing land tenure, management, and information systems; (iii) assisting in disaster risk management through issues of risk assessment, risk reduction, disaster preparedness, risk financing, and resilient reconstruction.

## **Tokyo Development Learning Center (TDLC)**

The TDLC program is a partnership between Japan and the World Bank launched in June 2004. The program is managed by GPURL under the oversight of a Steering Committee comprising representatives from the Ministry of Finance, Japan (MoF), and the World Bank. Well positioned as a global disseminator of development solutions, TDLC offers both internal and external stakeholders a one-stop-shop for identifying, accessing, and making effective use of Japanese and global knowledge and best practices through four core components: Technical Deep Dives (TDDs) and events, post-TDD technical assistance (known as TDLC operational support), insights and publications, and the City Partnership Program (CPP). All TDLC programs are synergistically integrated to identify and unpack innovations and demand-driven development solutions from Japan and beyond, thereby responding to the urban development needs of emerging countries in a timely manner. TDLC has overseen three phases of the program, covering the period FY03-FY20. Following the success of Phase III, the Bank and GOJ Ministry of Finance (MOF) have reached an agreement for a fourth phase of the program (hereinafter "Phase IV") to be implemented over the period FY21-25.

The thematic areas of focus include (i) urban planning - compact city development, land readjustment, land use planning, public space management, transit-oriented development, (ii) urban service provision - solid waste

management, water supply management, sewage management, street lighting, (iii) urban management - metropolitan planning, ICT for municipal management, municipal organization structures, legal frameworks for urban/municipal management, project planning and management, (iv) accessibility, aging population, (v) municipal finance - financial management, revenue management, intergovernmental finance, local tax system, and (vi) disaster risk management (DRM) collaborating with Tokyo DRM Hub - flood risk management, seismic risk management. The team also focus on some cross-cutting topics such as digital transformation in cities (DX), and Quality Infrastructure Investment (QII) in urban context.

## **Background**

The Greater Monrovia (Monrovia, Paynesville and surrounding townships) area in Liberia hosts 1.4 million population with over 240 million kilograms wastes generated annually.<sup>1</sup> However, waste management services in Greater Monrovia is critically underfunded and sporadic. About 70 percent of the population of Greater Monrovia lives in slums lacking affordable and adequate housing, basic services and critical infrastructure, and secure land tenure. More than half of the population, especially poor households including female headed households, elderly persons, youth and children are amongst those living in communities with low to no waste collection systems or living near poorly evacuated waste management sites. With the only sanitary landfill site in this area reaching its full capacity, there is urgent need to construct a new landfill and improve the municipality's capacity of providing effective service in solid waste management (SWM) in long term.

The Cheesemanburg Landfill and Urban Sanitation Project, CLUS (P159961 for additional financing and P173261 for original Investment Project Finance, IPF) was designed and approved by the World Bank in 2017 to support Liberia to build the fundamentals of a solid waste management system in the Greater Monrovia. The specific objective of the CLUS is to support increased access to solid waste management (SWM) services in Greater Monrovia through: (i) the construction of the Cheesemanburg landfill; (ii) the closure of the Whein Town landfill; and (iii) improvement to existing transfer stations. The project is also designed to sustain existing employment associated with solid waste collection, transportation, and disposal, as well as support capacity-building activities for municipal staff of Monrovia and surrounding townships. For more project background, please see the [disclosable Project Appraisal Document \(PAD\)](#), and the Appendix 1&2.

A design & building (DBO) consulting firm has been competitively selected to implement the Cheesemanburg Landfill and Urban Sanitation Project, CLUS (P159961) and will be onboarded in 1Q/2Q FY2022<sup>2</sup>.

Liberian Government representatives and the task team responsible for the execution of CLUS joined the TDD on Solid Waste Management (SWM) organized by TDLC in October 2020. TDLC received a request for the TDLC operational support as the post-TDD follow up. TDLC is seeking to contract with a team to work closely with World Bank task team and its counterparts to support the capacity building of relevant agencies and provide advisory support to the construction of the Cheesemanburg Regional Landfill and adjacent facilities. The team will be working for the World Bank Liberia Urban Task Team, together with the TDLC team.

## **Scope of Work**

The Consulting / Engineering firm is expected to appoint a team of at least two consultants (one senior expert and another mid-career expert) to conduct the following tasks. Parallel to these tasks, the team will join periodic technical meetings with the World Bank Liberia Urban Task Team, Liberia government clients and the service providers responsible for the Design, Build and Operation (DBO) project within CLUS.

### **Task 1 – Institutional capacity development**

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<sup>1</sup> Liberia Action Plan for SWM TDD in October 2020.

<sup>2</sup> The World Bank's fiscal year begins at the beginning of July and ends in the end of June. For the fiscal year 2022 it will be between July 1, 2021 to June 30, 2022.

Assess the capacity gaps and training needs of the concerned agencies and develop and deliver a training and knowledge sharing activity provide targeted training to relevant government officials pre-identified and suggested by the task team<sup>3</sup>.

- **Task 1.1:** Determine 2 to 3 main topics critical to conduct the World Bank financed waste management project. Some of the possible topics to be considered for capacity building include: (i) financial sustainability of landfills, (ii) operations of the regional landfills, (iii) legal, policy and institutional arrangements for successful SWM operations, (iv) private sector participation, and (v) the role of community-led interventions. To this end, the consultants will desk review existing materials associated with the CLUS project and the context in Liberia, discuss with the World Bank Liberia Task Team and clients, assess training needs relevant to government officials, particularly the Project Implementation Unit (PIU) at the Monrovia City Corporation (MCC).
- **Task 1.2:** Prepare and develop the concept note providing a framework for the training modules, including session briefs and presentation materials. The sessions should leverage relevant Japanese and international good practices<sup>4</sup>. The implementation of logistics and administrative processes for the training sessions, such as the invitation or longlisting of participants, will be supported by the WB project task team.
- **Task 1.3:** Deliver the knowledge transfer / training modules to government officials<sup>5</sup>, consisting of 2-4 days of training. A list of tentative participant organizations is included in Annex XXX. The training is expected to include the facilitation of one final session to identify and discuss the most important take-aways for CLUS to inform the design work of the DBO consulting firm and anticipating implementation challenges.
- **Task 1.4:** Prepare a summary note of the training, including key takeaways and main findings because of of the training sessions.
- **Task 1.5:** Make a presentation to the DBO firm, Project Implementation Unit (PIU) and Steering Committee. Present to the DBO firm, PIU and Steering Committee

Note: Based on the action-oriented discussion with project stakeholders on potential avenues for specific key success factors during implementation, the team will explore additional consulting engagements to provide technical assistance during implementation. These may include the supervision of design activities and overall construction of Cheesemanburg regional landfill and its adjacent facilities. The potential advisory will also involve attending meetings with the DBO firm and the PIU and provide engineering comments and recommendation to the DBO firm, the PIU and the World Bank Liberia task team on the remodeling plan of the transfer stations. The consultants will join the meetings with the counterparts, and conduct additional desk review, and provide comments, as required.

### **Task 2 – Write impact story or blog for TDLC team**

Contribute writing an impact story or blog about this this operational support, which will be critical in communicating the TDLC activity to external audience. The type of the product will be decided with the task team.

### **Timeline of Activities**

<b>Tasks</b>	<b>Activity</b>	<b>Deliverables</b>	<b>Timeline*</b>
1.1	Conduct desk review of the technical skills required for government officials and PIU	Inception summary note assessing the key areas of the training based on identified capacity needs (word. 3 to 5 pages)	3 weeks after contract signing (tentatively by September)

<sup>3</sup> The agencies may include Monrovia City Corporation (MCC), Paynesville City Corporation (PCC) and the Project Steering Committee.

<sup>4</sup> This is one of the mandates of TDLC Program. For the actual contents, TDLC and the consultants will long list and decide the relevant cases to showcase.

<sup>5</sup> The training will likely be organized virtually using online platform such as Zoom/WebEx/Hopin, unless the COVID-19 border and public health situation improve.

1.2	Prepare and develop the training framework and concept note	Concept note describing the structure, contents and other details concerning the training	by September 2021
1.3	Delivery of targeted training	Presentation slide deck to be used during the training (PPT. 20 to 30 pages per presentation)	October or November 2021
1.4	Summary of the training	Summary note with key takeaways and recommendations following the training (word. 3 to 5 pages)	December 2021
1.5	Present to the DBO firm, PIU and Steering Committee	PPT summarizing the review and technical recommendations of Cheesemanburg Landfill and transfer station(s) (PPT, 20 pages)	January 2022
2	Impact story/Blog drafting	Impact story of the project (word. 1 to 2 page)	January 2022

\* The timeline of the tasks outlined above may be subject to modification depending on the progress of the project.

Given the current travel restrictions associated with the COVID-19 pandemic, these technical missions will take place virtually. Should conditions improve during this assignment, field visits will be explored and discussed among the awarded firm, the project's task team, and TDLC.

## Qualifications

The assignment requires a Japanese consulting or engineering firm which includes solid waste management among its areas of specialization as well as a track record of similar projects in Africa. The assigned team must be composed of, at a minimum, two experts with the following requirements:

- Have advanced degree (at least Master's or equivalent) in civil or environmental engineering, urban development, public administration, or a related field.
- The team should have at least one expert with extensive (over 20 years) international practical and consulting experience in civil engineering, with an emphasis on municipal solid waste management facilities.
- The team should also have another expert with good (over 10 years) international practical and consulting experience in civil engineering, with an emphasis on municipal solid waste management facilities.
- Have a proven track record in landfill engineering and design, operation & management of waste management facilities, and plants closure.
- At least one team member should have proficient command of Japanese and English languages.
- Demonstrated business development, advisory and project management experience.
- Proved capacity to interact with high-level government officials.
- Demonstrated capacity to collaborate across multi-disciplinary teams, showing proactivity and self-direction in the delivery of high-quality policy outputs.
- Previous experience in working with the representatives from central and/or local government level institutions in Liberia or other Western African countries is desirable.

## Contract Period and Payment

The period of the contract is 60 working days to start on 07/01/2021 and will end on 01/01/2022. The team will report to Victor Mulas, Senior Urban Specialist, GPURL, WBG. The specific working days, work plan and time schedule for the assignment will be discussed and agreed on with the TTL on commencement of the assignment. In

the event travel restrictions are lifted during project implementation, the expenses associated with a possible mission will be covered by TDLC.

- The team may claim 20% of the working day remuneration after the submission and approval of Task 1.1, Task 1.2 Task 1.3
- The team may claim 30% of the remaining working day remuneration after the submission and approval of Task 1.4, Task 2
- The team may claim 50% of the remaining working day remuneration after the submission and approval of Task 2.

### **Application and Selection**

To apply, please provide a short proposal document (word or PPT. No more than 10 pages or 30 slides) and email the following information to the TDLC team ([tdlc@worldbank.org](mailto:tdlc@worldbank.org)) by XXX, 2021 (JPT).

- (1) Short proposals for Task 1 with long list of topics to deep dive and rational
- (2) Short proposals for Task 2
- (3) Schedules/Deliverables
- (4) Corporate Overview Documents (including overview of technical capabilities) and
- (5) Quotation for all assignments

## Appendix 1: Project Background

Liberia has made considerable progress in the face of daunting challenges since the return to democratic governance in 2006. Fourteen years of civil conflict (1989-2003) destroyed key institutions, infrastructures and the economy. The return to multi-party democracy in 2006 created a favorable environment for long-term reconstruction. However, in 2014, the twin shocks of the Ebola crisis and the subsequent sharp fall in commodity prices had a severe negative impact on the Liberian economy. The fiscal impact remains acute. The GoL will continue to need exceptional support from development partners to help with the resulting persistent financing gap. Such support will be crucial to maintain the delivery of key services, including solid waste management (SWM).

Despite the World Bank's interventions in constructing critical solid waste infrastructure through the Emergency Urban Sanitation project (EMUS) P158315 (2009-2017) and the ongoing CLUS (June 2017 to date), waste management services in Greater Monrovia remain critically underfunded and sporadic. About 70 percent of the population of Greater Monrovia lives in slums lacking affordable and adequate housing, basic services and critical infrastructure, and secure land tenure. More than half of the population, especially poor households including female headed households, elderly persons, youth and children are amongst those living in communities with low to no waste collection systems<sup>6</sup>, or living near poorly evacuated waste management sites, despite the effort made in the recent years by development partners through the EMUS then the CLUS.

Solid waste management is recognized as a critical service in the Greater Monrovia area which experiences regular flooding (due to the accumulation of waste in drains) and rising sea level. In addition, poor sanitation and lack of proper waste management could weaken the country's effort to build resilience to potential infectious diseases after the devastation wrought by Ebola in 2014. Improvement in waste management also has the potential to create skilled and unskilled jobs in the waste and recycling sector and greater levels of social cohesion through engagement and behavior change around waste issues. This outcome aligns well with Liberia's new Pro-Poor Agenda for Prosperity and Development (PPAPD) which was enacted following the change in the Government in 2018.

The CLUS was designed and approved in 2017 to support Liberia to build the fundamentals of a solid waste management system in the Greater Monrovia (Monrovia, Paynesville and surrounding townships) and contribute to the GoL's Medium Term Economic Growth and Development Strategy (2013-2017). The CLUS was aligned with the World Bank Group's Country Partnership Strategy for the Republic of Liberia for FY13-16, which included a focus on public health, disaster risk management, and urban management, as well as the Liberian Agenda for Transformation (Aft) which was the country's development agenda between 2012 and 2017. The Aft prioritized development of a comprehensive solid waste management strategy and aimed to expand equitable access to environmentally friendly solid waste management services, especially for the poorest and most vulnerable, while reducing disposal of solid waste in unmanaged sites. The CLUS contributes to the Objective 8 of the new World Bank Group CPF for the Republic of Liberia for FY19-24 (P162132) which aims at supporting Liberia in creating more-resilient urban environments and rural communities. Following the change in the Government in 2018, a new Pro-Poor Agenda for Prosperity and Development (PPAPD) was enacted. The project remains consistent with the PPAPD which aimed, among other objectives, to improve the institutional, policy and legal constraints/barriers to waste management at the national and local levels.

The specific objective of the CLUS is to support increased access to solid waste management (SWM) services in Greater Monrovia through: (i) the construction of the Cheesemanburg landfill; (ii) the closure of the Whein Town landfill; and (iii) improvement to existing transfer stations. The project is also designed to sustain existing

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<sup>6</sup> "Liberia ranks 180th out of 189 on the Gender Inequality Index, and 96th out of 149 in the most recent Global Gender Gap Report. The country remains a patrilineal society where men are the main decision makers while women are expected to fulfil traditional roles (household chores such as cooking, cleaning and taking care of children and elderly)"

