
LIBERIA

SUPPORT TO WATER SECTOR REFORM

APPRAISAL REPORT

This report is made available to staff members to whose work it relates. Any further releases must be authorized by the Director AWF

Language: English
Original: English
Distribution: Limited

TABLE OF CONTENTS

Equivalents and Measures	ii
List of Tables	ii
List of Annexes	ii
Acronyms and Abbreviations	iii
Logical Framework	iv
0 EXECUTIVE SUMMARY	vi
1 INTRODUCTION AND BACKGROUND	1
1.1 The Water Sector	1
1.2 Origin of the Project	1
1.3 Sector Priorities	2
1.4 Problem Definition	3
1.5 Beneficiaries and stakeholders	3
1.6 Partnership and Donors' Involvement	3
2 THE PROJECT	4
2.1 Purpose	4
2.2 Impacts	4
2.3 Outcomes	5
2.4 Outputs	5
2.5 Activities	5
2.6 Risks and Assumptions	7
2.7 Cost and Financing Plan	8
3 PROJECT IMPLEMENTATION	8
3.1 The Recipient/ Executing Agency	8
3.2 Implementation arrangements	8
3.3 Performance Plan	9
3.4 Schedule of Implementation	9
3.5 Procurement	10
3.6 Disbursement Arrangements and Expenditure Schedule	11
3.7 Accounting and Audit Arrangements	12
3.8 Monitoring, Evaluation and Reporting Arrangements	12
4 EFFECTIVENESS, EFFICIENCY AND SUSTAINABILITY	13
4.1 Effectiveness and Efficiency	13
4.2 Sustainability	13
5 CONCLUSIONS AND RECOMMENDATIONS	13
5.1 Conclusions	13
5.2 Recommendations	15

EQUIVALENTS AND MEASURES

CURRENCY EQUIVALENTS

(As of December 2008)

National Currency	=	Liberian Dollar (LRD)
1.0 UA	=	94.1141 Liberian Dollars
1.0 UA	=	1.16914 Euro
1.0 UA	=	1.48797 USD
1 EUR	=	1.2727 USD

MEASURES

m ³ /d	=	Cubic Meters per Day
(MGD)	=	Million Gallons per Day
1 gallon	=	3.7854 liters
km	=	Kilometer
l/c/d	=	Liters per Capita per Day
l/s	=	Liters per Second
m	=	Meter
M	=	Mega (million)
m ³	=	Cubic Meter
mm	=	Millimeter
Mm ³	=	Million Cubic Meter

Financial Year

January 1 to December 31

LIST OF TABLES

Table 2.1	Cost Summary
Table 3.1	Performance Plan
Table 3.2	Schedule of Implementation
Table 3.3	Procurement Arrangement
Table 3.4	Disbursement Schedule
Table 3.5	Payment Schedule

LIST OF ANNEXES

ANNEX 1	Map of Liberia
ANNEX 2	Liberia Counties –Population and Map
ANNEX 3	Organigramme of MLME
ANNEX 4	Water Sector Reform Process
ANNEX 5	Details of Cost Estimates
ANNEX 6	Project Implementation Arrangement
ANNEX 7	Terms of Reference (TOR)

ABBREVIATIONS AND ACRONYMS

ACF	Action Contre la Faim
ADB (F)	African Development Bank (Fund)
AWF	African Water Facility
CB	Capacity Building
CDP	Country Dialogue Paper
CWSDF	Comprehensive Water Sector Development Framework
DFID	Department for International Development
EC(U)	European Commission (Union)
EPA	Environmental Protection Authority
ESA	External Support Agency
ESAs	External Support Agencies
GOL	Government of Liberia
HRD	Human resource Development
ICB	International Competitive Bidding
ICRC	International Committee for the Red Cross
iPRS	Interim Poverty Reduction Strategy
IR	Institutional Reform
IRWR	Internal Renewable Water Resources
IWRM	Integrated Water Resources Management
L&R	Legislation and Regulation
LHS	Liberian Hydrological Service
LISGIS	Liberia Institute of Statistics and Geo-Information Services
LRD	Liberian Dollar
LWSC	Liberia Water and Sewer Corporation
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MGD	Million Gallons per Day
MIA	Ministry of Internal Affairs
MIS	Management Information Systems
MIS	Management Information System
MLME	Ministry of Lands, Mines and Energy
MOA	Ministry of Agriculture
MOH&SW	Ministry of Health and Social Welfare
MPW	Ministry of Planning and Works
NCB	National Competitive Bidding
NGOs	Non Governmental Organizations (NGOs)
NS	National Shopping
NTF	National Task Force
OOCB	Objective- Oriented Capacity Building
O&M	Operation and Maintenance
PIU	Project Implementation Unit
SSR	Secretariat for Sector Reforms
TOR	Terms Of Reference
UA	Unit of Account
UFW	Unaccounted-For-Water
UK	United Kingdom
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USD	United States Dollar
WES	Water, Environment ,Sanitation
WSS/WATSAN	Water Supply and Sanitation

LIBERIA- WATER SECTOR REFORM-LOGICAL FRAMEWORK

HIERARCHY OF OBJECTIVES	EXPECTED RESULTS	REACH/BENE FICIARIES	PERFORMANCE INDICATORS AND VERIFICATION	INDICATIVE TARGET AND TIME FRAME	RISKS/ MITIGATION MEASURES
<p>1. <u>DEVELOPMENT GOAL</u></p> <p>1.1 Significant Support for accelerated Socio-economic development and Poverty Reduction in Liberia 1.2 Sustainable, Effective Efficient and Rapid Water Sector Development,</p>	<p><u>IMPACT</u></p> <p>1.1 Increased productivity and socio economic development, through enhanced water use in water supply and sanitation, irrigation, hydropower 1.2 Improved poverty reduction 1.3 General efficiency in water resource allocation and utilization 1.4 decrease in the incidence of water related diseases</p>	<p>1.1 Liberia population of 3.49 million people</p>	<p>1.1 Poverty level in the country 1.2 Water and sanitation Coverage 1.3 Incidence (rate) of water and sanitation related diseases in the country. 1.4 Infant mortality 1.5 Irrigation development 1.6 Hydropower development</p>	<p>The project will contribute to: 1.1 Absolute poverty reduced by 50% in 2015 1.2 Water Supply Coverage in Liberia increased from 17% today to 63% by 2015 1.3 Sanitation Coverage increased in Liberia increased from 7% today to 68% in 2015 1.4 Incidence of water and sanitation related diseases reduced by 50% in 2015. 1.5 Infant mortality reduced by 2/3 in 2015 1.6 Irrigation development increased 1.7 Hydropower development increased</p> <p>Sources: National Statistical Data, PRSP Documents</p>	<p>1.1 Stable Political situation In Liberia. 1.2 Government continues to be committed to reconstruction and poverty reduction and the water sector reform agenda</p>
<p>2. <u>PROJECT OBJECTIVES</u></p> <p>2.1 To reform the Enabling Environment in the Water Sector through the development and implementation of Policy, Strategy, Institutional Reform, and Capacity Building 2.2 To formulate Consolidated Instruments for water Sector Planning 2.3 To reinforce national capacities to undertake the sector reform process</p>	<p><u>OUTCOMES</u></p> <p>2.1 Improved policy and restructured institutions 2.2 Improvement in the implementation efficiency of WSS programs and projects 2.3 Faster development and effective utilization of resources 2.4 Improved Capacity of the water sector built to manage and develop water resources.</p>	<p>2.1 The Water Sector of Liberia.</p>	<p>2.1 Availability of policies strategies, and Institutional arrangement 2.2 Capacity building plans and consolidated planning instruments 2.3 Investment programs for the short medium and long term planning horizons. 2.4 Strengthening the consultative process</p>	<p>2.1 IWRM policy immediate implementation measures adopted and guiding the sector by January 2010 2.2 Institutional Restructuring completed by October 2009 2.3 Capacity Building Plans under implementation by January 2010 2.4 Investment programs finalized , validated and effective by December 2009 2.5 Establishment of a stakeholders forum by May 2009 2.6 Advocacy, promotion and popularization of sector reform agenda by Dec. 2009. 2.7 Water Sector capacities reinforced by December 2009</p> <p>Sources: MLME and LWSC Reports, National performance reports</p>	<p>2.1 Availability of financial resources for the sector reform 2.3 Government willing and ready to implement reform agenda and promulgate the policy. legislation and institutional reform. 2.4 National Task Force active and functional</p>

3. <u>ACTIVITIES</u>	<u>OUTPUTS</u>																
<p>3.1 Sector Reform Study-: Disseminate IWRM policy; Capacity Building; Implementation of the IWRM Policy; Institutional Restructuring Plan Formulation of Investment programs</p> <p>3.2 Functional Training and Stakeholders Consultative Workshops</p> <p>3.3 Project management</p> <p><u>FINANCIAL RESOURCES</u></p> <table data-bbox="118 451 595 730"> <tr> <td>Activity</td> <td>EUR</td> </tr> <tr> <td>Consultancy Services <i>(Including Stakeholders Consultation and Functional training)</i></td> <td>1,466,500</td> </tr> <tr> <td>Project Management</td> <td>73,500</td> </tr> <tr> <td>Office Space</td> <td>90,000</td> </tr> <tr> <td>10 % Contingency (items 1 to 3)</td> <td>154,000</td> </tr> <tr> <td>Total</td> <td>1,784,000</td> </tr> </table> <p>Source: GOL in kind EUR 90,000 AWF Grant EUR 1,694,000</p>	Activity	EUR	Consultancy Services <i>(Including Stakeholders Consultation and Functional training)</i>	1,466,500	Project Management	73,500	Office Space	90,000	10 % Contingency (items 1 to 3)	154,000	Total	1,784,000	<p>3.11 IWRM Policy disseminated among main stakeholders; Institutional Restructuring (IR)Plan approved</p> <p>3.12 IWRM immediate implementation plans approved</p> <p>3.12 Capacity Building Plan approved</p> <p>3.2 Short and Medium Term Investment programs approved</p> <p>3.3 Workshops conducted</p>	<p>3.1 The MLME and LWSC</p> <p>3.2 Other Stakeholders</p> <p>3.3 Donors</p> <p>3.4 Private sector</p>	<p>3.11 IWRM Policy disseminate to at least 200 stakeholders including Government Agencies, Counties, Municipalities, donors, NGOs, and private sector</p> <p>3.12 IWRMP, IR , CP, IP formulated</p> <p>3.2 Project management facilities set up</p> <p>3.3 Stakeholders launching and validation workshops conducted</p>	<p>3.11 Dissemination of IWRM Policy completed by July 2009</p> <p>3.12 Implementation of IWRM policy prepared by Dec 2009</p> <p>3.2 IR finalized by Oct. 2009</p> <p>3.3 Capacity Building plans completed by Dec 2009</p> <p>3.4 Short to medium term Investment Programs prepared by October 2009</p> <p>3.5 National Task Force and different panels set up and functioning by May 2009</p> <p>Issues paper commissioned and prepared by June 2009</p> <p>3.6 National stakeholders workshops conducted on, May 2009 and Jan. 2010</p> <p>3.7 Capacity Building Plans, Restructuring Plans and Investment Plans approved by January 2010</p> <p>3.8 10 functional training sessions organized for 20 staff each conducted by December 2009</p> <p>Sources: Progress Reports annual review reports; audit reports; & PCR report.</p>	<p>3.1 AWF Finance mobilized on time , secured and ready for disbursement</p> <p>3.2 Consultants are engaged on time</p>
Activity	EUR																
Consultancy Services <i>(Including Stakeholders Consultation and Functional training)</i>	1,466,500																
Project Management	73,500																
Office Space	90,000																
10 % Contingency (items 1 to 3)	154,000																
Total	1,784,000																

EXECUTIVE SUMMARY

Liberia has come out of a traumatic civil war that lasted for more than fourteen years and resulted in massive displacement of people and extensive damage to infrastructure and institutions throughout the country. Water sector institutions are among those that have been severely affected by the civil war. The Liberian Water and Sewer Corporation (LWSC), with its limited capacity in the operation of the Monrovia Water and Sewer system is the only well organized public institution in the different aspects of water resources development and management. The Ministry of Lands, Mines and Energy (MLME), entrusted to regulate the water sector, is still in its formative stages, with limited capacity in terms of human resources, facilities, services and systems. The overall enabling environment for sustainable development in terms of policy, strategy, legislation, regulation, institutional arrangements, as well as planning instruments is poor.

Liberia now has a democratically elected government that is keen to address the considerable reform needs of the water sector in the country so that it resonates with the 'New Rules of Engagement' for sustainable development, and moves away from centralized government command and control, towards (i) inclusiveness, (ii) coordination, (iii) partnership, (iv) comprehensiveness, (v) integration, (vi) decentralization and (vii) stakeholder and private sector participation. This requires the development of rational policies, and proactive legislation, redefining the roles of public and private institutions, involvement of the different stakeholders, and formulation of the overall planning framework for effective development of the sector.

The Water Sector Reform Agenda in Liberia has evolved through a series of initiatives that involved the African Development Bank and other donors, and the Liberian Ministry of Lands, Mines and Energy and other local stakeholders. These actions culminated in a Workshop that defined an Action plan to address the immediate needs in terms of infrastructure rehabilitation and service expansion and more importantly sector reform and capacity building.

The project's intended results are (i) accelerated and sustainable development of the water sector, (ii) effective utilization of human, financial and other resources, and (iii) effective and efficient systems for the planning, management, allocation, utilization, regulation, protection and conservation of water resources in Liberia, and (iv) a departure from centralized management towards a consensus building, consultative and participatory approach to sector development involving stakeholders.

The main outputs are (i) sector reform plans involving capacity building, implementation of the recently adopted IWRM policy and institutional restructuring, (ii) short (2010) to medium (2012-2015) term investment plans and (iii) organizational and human capacity in the area of IWRM and Capital Investment Planning strengthened through functional training delivered to about 200 staff. The training shall all be based on an integrated and comprehensive platform, and in line with other Government and sector policies, including decentralization, and stakeholders participation.

There is an urgent need to support reform of Liberia water sector and in parallel to develop investment programs. The project together with the efforts of the other donors in the sector will assist with the most critical needs for sector reform.

It is recommended that the President approves a grant not exceeding **EUR 1,694 million** to the Government of Liberia to finance part of the EUR 1,784 million total cost of the Sector Reform Project in Liberia in accordance with the provisions in the appraisal report.

1. INTRODUCTION AND BACKGROUND

1.1 The Water Sector

1.1.1 Liberia has come out of a traumatic civil war that lasted for more than fourteen years and resulted in massive displacement of people and extensive damage to infrastructure and institutions throughout the country. The Liberia water sector institutions are amongst the many public institutions severely affected by the civil war. At present, except for the Liberia Water and Sewer Corporation (LWSC) with limited capabilities, which currently operates the Monrovia Water and Sewer System, there are no capable and adequately organized public institutions to manage the water supply systems of the remaining centers and the different aspects of water resources development and management. The Ministry of Lands, Mines and Energy (MLME), entrusted to regulate the water sector, is still in its formative stages, with little organizational and human resources capacity in terms of skills, facilities, services and systems. Overall, the enabling environment for sustainable development in terms of policy, strategy legislation, regulation, institutional arrangements, as well as planning instruments is poor and the sector is inadequately organized.

1.1.2 Liberia, which is located in West Africa, covers an area of 111,370 km². It borders Sierra Leone to the northwest, Guinea to the north, Cote d'Ivoire to the northeast and east, and the Atlantic Ocean to the south and southwest. Its north-south reach is about 465 km and its Atlantic Ocean coastline is about 520 km long. The terrain comprises mostly flat to rolling coastal plains, rising to rolling plateau and low mountains in the northeast. The coastline is characterized by lagoons, mangrove swamps, and river-deposited sandbars. The country can be divided according to elevation into four main physical regions parallel to the coast: (i) coastal plains up to 100 m; ii) hills from 100 to 300 m; iii) plateaus from 300 to 600 m; and iv) mountainous areas above 600 m. In 2002, the cultivated area was estimated at 600,000 ha, of which arable land covers 380,000 ha, while 220,000 ha are covered by permanent crops.

1.1.3 Liberia's climate is tropical hot and humid. Winters are dry with hot days and cool to cold nights; summers are wet and cloudy with frequent heavy showers. The rainy season lasts from April to November and average annual rainfall is estimated at 2,391 mm, with a spatial variation from 2,000 to 5,000 mm. Although this is much higher than the quantity of water required for crop growth, an acute water deficit is experienced during a 3 to 5 month period, particularly in the uplands.

1.1.4 According to the census of 2008, the total population of Liberia is about 3.49 million, with 60% of the population living in the rural areas (see details on Annex 2). Liberia has an Internal Renewable Water Resources (IRWR) of about 60.6 thousand cubic meters per capita; this makes Liberia one of the African countries with the highest amount of renewable water resources per inhabitant. However, because of lack of coherent sector policies based on equity considerations, there are large disparities in the spatial distribution of water services across the country.

1.2 Origin of the Project

1.2.1 The National Water Resources and Sanitation Board which was established in 1980 to promote and coordinate action in the sector has been defunct since the start of the civil war. As a result, the responsibility for water and sanitation has been spread over several ministries and agencies of Government including the Ministries of Health and Social Services; Lands Mines and Energy; Rural Development; Liberia Water and Sewer Corporation and City Corporations. With this dispersion of responsibilities for the sector, there has been no unified

comprehensive and integrated water sector policy in Liberia since the collapse of implementation of the National Action Plan for Water and Sanitation of 1985-1997. Over the last decade sector assessment reports and ad-hoc attempts have been made to formulate some aspects of water supply and sanitation program framework; significant progress was made in 2004 when UNICEF facilitated the development of a letter of sector policy.

1.2.2 At present the Liberian water sector lacks coherent policies, strategies, proactive legislation and regulation as well as comprehensive institutional arrangements that can promote sustainable and effective development. The only legislation relevant to the Water Supply and Sanitation (WSS) sector is the Act to amend the Public Utilities Law in 1973 that established the Liberia Water and Sewer Corporation (LWSC).

1.2.3 To address the dismal state-of-affairs of the enabling environment, the Water Sector Reform Agenda in Liberia has been initiated as a matter of high priority by the Government of Liberia. To this end a concept paper was prepared by the Bank, in collaboration with the Liberian Government in November 2006. This paper was discussed and amended by the National Stakeholders Workshop held in Monrovia on December 14, 2006. The deliberations endorsed the concept paper as the basic document for the sector reform in Liberia.

1.2.4 This was followed by the identification of a prioritized list of actions to be taken and an official request to the Bank for support by the Liberian Government, Ministry of Lands, Mines and Energy with the following priorities : (i) IWRM planning, (ii) institutional reform, (iii) legislation and regulation, (iv) capacity building, (v) WSS strategy, (vi) investment programs. An Action Plan was subsequently developed and discussed with the Government and the development partners including the UNICEF, World Bank, EU and DFID. This project, together with the study for expansion Monrovia water supply and rehabilitation of four other centers, is one of the first stages of the Action Plan of the Sector Reform Agenda to be implemented on priority basis.

1.3 Sector Priorities

1.3.1 Water sector development, including water supply and sanitation, irrigation hydropower, and water resources management has been accorded high priority in the Government's transitional rehabilitation and recovery program. It is addressed in particular under Pillar IV of the Poverty Reduction Strategy (PRS).

1.3.2 In line with the overall goal of water sector development, the Government organized a Policy and Guideline Workshop held on 28-29 June 2004 which established the following as priorities actions:

- Support the introduction of quality standards and agreed levels of service provision;
- Support the introduction of efficient and transparent cost recovery mechanisms for future sustainability.

1.3.3 Outlining the mandates of various sector ministries and agencies, areas of complementarities and also of potential or real conflict between the mandated roles and operational activities of the various ministries and agencies, the workshop presented recommendations, for further development, that will form the basis for developing a comprehensive Sector Policy for water sector in Liberia. The Government, with UNICEF support, has initiated a *Draft Letter of Sector Policy and Strategic Action Plan for Water*

Supply and Sanitation, and an IWRM Policy document currently under review by the Government.

1.4 Problem Definition

The overarching challenges and constraints facing the Liberian water sector are the following:

- Overall water resources management is poorly organized and lacking direction and vision for sustainable development;
- Sector specific policies and strategies for water resources and water supply and sanitation are lacking;
- There are no water laws pertaining to the management, regulation, control, conservation, allocation and protection of water resources in Liberia;
- There is a chronic and severe lack of capacity in terms of human resources, facilities, services and systems that include inadequacies in institutions at the national level;
- Project-oriented approach takes precedence over sector-wide short, medium and long term planning in the water sector
- There are no regulations concerning involvement of stakeholders, and no promotion of consultative and consensus building practices, of demand driven approaches, private sector participation, decentralization and coordination and partnership.
- There is no coherent mechanism for coordination of different sector partners at different levels.

1.5 Beneficiaries and Stakeholders

1.5.1 The entire population of Liberia, the water sector, agriculture sector, power sector, municipalities, counties, communities and all the development sectors will be the major and primary beneficiaries from the project which will result in sustainable and effective use of water resources for different purposes and for socio- economic development.

1.5.2 The MLME, as the Government organ responsible for coordinating implementation of the Project, and host of the Secretariat for Sector Reform, is the direct beneficiary of the project.

1.6 Partnership and Donors' Involvement

1.6.1 The initiative is well anchored in the tripartite partnership amongst Government agencies, development partners and private sector service providers. The main donors who have pledged support for this initiative are the following: (i) the World Bank, (ii) the European Union, (iii) the DFID, (iv) the UNICEF, and (v) the African Development Bank.

1.6.2 Implementation of the IWRM Water Policy will build on the document that was developed with UNICEF support. The European Union (EU) supported in 2006 the formulation of Legislation and regulation to the water sector; the outcome of this study will provide inputs in the institutional restructuring. The World Bank developed a Letter of Sector Policy for Water Supply and Sanitation in 2007. Through support to MLME, MPW, and LRDC, UNICEF has facilitated Water and Sanitation (WATSAN) Sector Assessment, a Strategic Sector Plan, and the draft White Paper on Water Supply and Sanitation. The outcomes of these advances in the sector will also be integrated in the process of institutional restructuring and capacity building.

2 THE PROJECT

2.1 Purpose

The main purpose of this Project is to: (i) support accelerated and sustainable development of the water sector, (ii) support the creation of an environment necessary for effective utilization of human, financial and other resources, (iii) usher in an effective system for the planning, management, allocation, utilization, regulation, protection and conservation of water resources in Liberia, (iv) build national water sector capacity through functional training in the implementation of the recently approved IWRM policy, (v) support and complement current initiatives by UNICEF, EU and World bank in sector reform studies, and (vi) identify the requirements of sector reforms for later implementation in collaboration with other donors.

2.2 Impacts

2.2.1 The project will through a multiplier effect eventually enhance water sector performance and thereby triggers effective and efficient development in water supply and sanitation, irrigation, hydropower development, aquatic resources, inland water transport, trans-boundary water use, watershed management, water quality management, water use efficiency, water legislation and regulation and water allocation.

2.2.2 The long term results will include mitigation of the effects of uneven temporal distribution of water resources and elimination or minimization of extreme events resulting in water shortages (drought) and water surplus (floods), ultimately contributing considerably towards efforts in fighting poverty and reduction of water related diseases.

2.3 Outcomes

The main outcome will be the establishment of an appropriate enabling environment in terms of reformed policies and strategies, workable institutional arrangements, focused capacity building, short to medium term investment program geared towards the immediate needs of rehabilitation and recovery of water infrastructure under a country led IWRM approach.

2.4 Outputs

The main outputs of the project are development of various sector reform plans, organizational and human resources capacity consisting of (i) IWRM policy implementation plan; capacity building plan; institutional re-structuring plan, and (ii) Short to Medium Term Investment Plan; (iii) improved technical capacity of staff. These outputs are underpinned by an integrated and comprehensive platform, and in line with other Government and sector policies, including decentralization, stakeholders' participation, the creation of a favorable environment for the involvement of communities and independent private sector service providers, as the key partners and actors in achieving Government goals. Functional Training will enhance national capacity to undertake the Liberia Water Sector Reform Process.

2.5 Activities

All activities are focused on capacity building and investment plans for the short to medium planning horizon. The Project will be complemented by, and be complementary to the

ongoing sector reform initiatives as outlined in Annex 4. The detailed activities involved in this undertaking are organized under three components as follows:

2.5.1 Component 1: Sector Reform Study

2.5.1.1 The Sector Reform activity will essentially involve an interactive participatory process of studies to be undertaken by a consulting firm and review by a multistakeholder platform in workshops and working groups. A National Task Force (NTF) will coordinate and oversee the implementation of the reform process.

2.5.1.2 The Sector Reform Study will be organized in two stages as follows: i) development of capacity building plans including sensitisation and implementation of the recently prepared policy document, and institutional reforms, ii) address the short to medium term investment plan. The outline of the terms of reference of the sector reform study is provided in Annex 7.

Capacity Building

This activity will comprise three sub components as detailed in the subsequent paragraphs.

2.5.1.3 Objective-Oriented Capacity Building (OOCB) Plan

The aim is to develop and implement targeted and focused capacity building plans that are tempered by realistic optimism. The strategy in this regard will be to link capacity building efforts to existing or planned initiatives, and keep them time bound in order to make them effective. This is to avert the risk that resources are diverted to other priorities. As an example, capacity for training will immediately focus on preparation of training policy, needs assessment and harmonization of training programs with actual needs to serve ongoing or future programs and improve the water resources management function within the MLME.

2.5.1.4 Implementation of the IWRM Policy

At present, the Liberian Government has finalized the Liberia National IWRM Policy with support from UNEP-UCC Water, UNICEF and UNDP. This document has been widely discussed and generally accepted by sector stakeholders. Under this sub component, the project will assist in the dissemination, sensitisation and implementation of this policy through a) identification of activities that should be undertaken under the implementation initiatives, b) development of action plans to cover the execution of the tasks/activities identified and c) preparation of implementation cost estimates and financing plans. Priority activities to be addressed include i) capacity building– especially staff recruitment and training policy, ii) stakeholder consultations and review meetings, and iii) monitoring and evaluation guidelines to support the implementation of an efficient and effective water resource management in Liberia.

2.5.1.5 Institutional Restructuring Plan

Following the UNICEF initiatives in sector restructuring, development of institutional arrangements will focus on (i) water resources and sub components, (ii) vertical, lateral and functional arrangements and institutional linkages, (iii) identification of stakeholders and their respective roles and responsibilities, (iv) reinforcing the major departure necessary for the Government to assume increasing regulatory, facilitation, advocacy, sensitization, and mobilization roles, and engaging independent private sector service providers in service

delivery for consultancy, studies, design, construction, procurement, operation and maintenance and supply chains.

Investment Programs

2.5.1.6 Investment programs will be developed by establishing logical and appropriate planning horizons and scenarios, for short (2010-2012), and medium, (2012-2015) periods. , The development plans will be supported by enhanced funding mechanisms for utilization of Government and Donors' resources, which may include alternatives such as Sector Wide Approaches (SWAP), Sector Budget Support (SBS), and General Budget Support (GBS).

2.5.1.7 Water sub-sector programs based on area, donor, sub sector, time and following master plans will be developed at the national and regional level. This will include Urban, Small Towns and Rural WSS Programs for the short term and annual sub programs for counties with corresponding capacity building needs.

2.5.1.8 **Projects:** In this activity two major activities will be undertaken: (i) Formulation of the generic project cycle guidelines and (ii) Development of projects in the different sub components where individual projects selected from approved programs will be prioritized for processing through feasibility and detail designs for implementation.

2.5.2 Component 2: Functional Training

2.5.2.1 The objective of this training component in Integrated Water Resources Management (IWRM) and in Capital Investment Planning (CIP) is to effectively strengthen the capabilities of Ministry of Lands, Mines and Energy (MLME) to ensure consistent improvements in the strategic and operational planning and management. This is to be considered as the immediate, effective and anticipated phase of the Objective-Oriented Capacity Building (OOCB) Plan to be developed.

2.5.2.2 Functional training will be conducted in the following areas: Project cycle, Project Planning, Capital Budgeting, Result Based Management, Procurement, IWRM (initial and advanced), Information and Knowledge Management, Environmental and social Impact Assessment and Management Plan, Development Plan Preparation. It is estimated that for each session about 20 staff in the water resource function at all levels will receive functional training.

2.5.3 Component 3: Project management

2.5.3.1 Under this component, the Secretariat for Sector Reform (SSR) of the MLME, existing central unit dedicated to the Sector Reform Process, will be provided with adequate manpower, facilities and financial resources to ensure successful implementation of the Project.

2.5.3.2 The project will also equip the SSR with 5 laptop computers, 2 printers (1 network and 1 color), 1 scanner and 1 industrial photocopier. A 4x4 vehicle will be procured to enabling the SSR to adequately participate to the sector reform activities all around the country. Provision is made for office and vehicle running costs.

2.6 Risks and Assumptions

2.6.1 The study requires adequate organizational and human capacity to get things done effectively and on time. Inadequate attention to, or lack of political support for, implementation from decision makers, or barriers from existing vested interests could lead to delays or poor results; as such **close follow-up** is indispensable by the MLME in the course of implementation of this study.

2.6.2 Weak institutional capacity is the greatest risk to the project. The strengthening of Government institutions, a firm support from the international community and donors, and the steady progress of institutional build up would allow smooth implementation

2.6.3 An element of appreciable risk lies in the timeliness of Government commitments; it may not be possible to avail required manpower, finance and facilities in accordance with the implementation schedule. Expected input from stakeholders in the consultative and consensus building process may not be forthcoming due to poor planning and organization by the executing agency, and the multi-stakeholder platform may not be fully realized to provide the necessary guidance on the implementation of the Project.

2.6.4 The present fragmented institutional arrangement of the water sector may not be conducive for objective oriented institutional restructuring, expected as an outcome of this project. There may be some forms of inertia or even resistance to change. This requires close monitoring and corrective action if detected.

2.6.5 Overall, to safeguard against these potential risks to the implementation of the project the organizational and day to day management is anchored in the MLME through a central dedicated unit, the Secretariat for Sector Reform (SSF). This Secretariat will be strengthened with the required manpower and facilities, and bolstered with the full participation of all the stakeholders including Government, civil society, donors and NGOs. This will lead to strong commitment by Government, Donors and Communities towards its implementation and ensure the timely completion of the study. Functional training equivalent to about 200 person weeks will ensure capacity of water sector staff to undertake sector reform agenda and activities.

2.7 Cost and Financing Plan

2.7.1 The estimated total cost of the sector reform project is EUR 1,784,000 to be mainly executed through a consultancy services contract in two succeeding concurrent but staggered steps, in an aggregate period of 8 months. The cost estimate is based on standard fees for consultants that include subsistence allowances, reimbursable, facilities, and other associated expenses towards report production. A contingency of 10 % is added to the base cost. The source of financing is the African Water Facility Special Fund (EUR 1,694,000 representing 95%) and GoL in kind contributions (EUR 90,000 representing 5%). In addition to this, GoL will cover any taxes and duties. The summary of the cost is presented on the Table 2.1 below. The details of the costs breakdown are presented in Annex 5.

Table 2.1 Cost Summary and Financing Plan

	Activity	Total Cost Euro	FC	LC	Source of Funding	%
1	Sector Reform Study	1 283 150	958 650	324 500	AWF	95 %
2	Functional Training	330 000	231 000	99 000		
3	Project Management	80 850	0	80 850		
	Sub Total	1 694 000	1 189 650	504 350		
4	Office space and facilities	90 000		90 000	GOL	5 %
	Total	1 784 000	1 189 650	594 350		
	% of Total	100%	67,7 %	22,3 %		100%

3 PROJECT IMPLEMENTATION

3.1 The Recipient/Executing Agency

The Government of Liberia, through its Ministry of Finance, is the Grant Recipient and the Executing Agency will be the Ministry of Land, Mines and Energy (MLME) as the Central Public Agency responsible for Water Sector Policy, Strategy, Legislation, Regulation and Planning.

3.2 Implementation Arrangements

3.2.1 The MLME will execute the day to day management of the Project through the Secretariat for Sector Reform (SSR) that is already established under the Office of the Assistant Minister of Land, Mines and Energy. It will take responsibility for the planning, organizing, implementation, and management of the Project. Adequate staff to manage and implement the project will be ensured by the Execution Agency and will include a Senior Engineer in the water sector from the MLME who will serve as the Project Coordinator. He/she will be assisted by two MLME staff respectively skilled in (1) water resources management and (2) water supply and sanitation, with relevant experience. A secretary and an administrative assistant will be appointed to second these professional staff.

3.2.2 The Government will set up a National Task Force (NTF), which will serve as the Project Steering Committee and be accountable to the Minister, and chaired by the Assistant Minister of the MLME, or such other official delegated by the Minister of Lands, Mines and Energy. This implementation arrangement will promote consensus building and a participatory and consultative process.

3.2.3 The NTF, with members selected from relevant public agencies at different level, the Parliament, Donors, NGOs, ESAs, Civil society, Communities, Religious and Customary organizations and other stakeholders, will have an express mandate to oversee the whole process of the sector reform agenda.

Details of Schematic for the implementation arrangements are presented on Annex 6.

3.3 Performance Plan

3.3.1 The project's performance indicators have been outlined in the logical framework matrix (the log frame). The Performance Plan provided in Table 3.1 will be utilized for tracking progress and project performance during the course of implementation of the study.

Table 3.1: Performance Plan and Time Frame

Item	Activity	Indicator of Output	Time frame
1	Sector Reform Capacity Building Investment Programs	Dissemination of Policy document; Institutional restructuring; and Development of capacity building plans on: (i) Human resources, (ii) Systems, (iii) Facilities and Services, and (iv) institutional restructuring Formulation of generic project cycle, development of Short and Medium Term Investment Programs, and projects in the different sub components of the water sector	Mo+7
2	Functional training	10 functional training sessions for 20 staff each organized on selected water sector areas	Mo+5
3	Project Management	Project Coordination, Management and Implementation	Throughout

3.4 Schedule of Implementation

3.4.1 The study will commence early 2009, with the establishment of the National Task Force (NTF) and the reactivation of the Secretariat for Sector Reform (SSR) and commissioning technical papers. Implementation (consultancy services) is envisaged to take about eight months. The first months will be utilized for the establishment of the NTF, for the setting up of office facilities, equipping and staffing as well as finalizing recruitment of the consultants. The initial activities will be followed with preparation of Technical Papers on different thematic issues, with subsequent review and amendment.

3.4.2 Implementation will comprise two discrete as well as complementary activities implemented in staggered steps: (i) Step 1- Capacity Building including implementation of the recently adopted IWRM policy and institutional restructuring, and (ii) Step 2- Short to Medium Investment Program preparation. Functional training sessions will be organized along the consultancy services duration. Implementation schedule is presented in Table 3.2 below. It is anticipated that Grant signature and effectiveness will take place during 1st Quarter 2009.

Table 3.2– Schedule of Implementation

Activity/Years	Time elapsed since approval (Month)														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Months															
Expression of Interest (closing date 17/12/2008)				Grant Signature											
EOI evaluation, proposal and approval of shortlist				PROJECT DURATION											
Request for Proposals (45 days)															
Bid Evaluation and approval of bid evaluation report															
Contract Negotiation, Signature and approval															
Consultancy Services															
Functional Training															
Stakeholders Consultation															
Project Management															
Project Completion															

3.5 Procurement

3.5.1 All procurement of goods and acquisition of 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*, or as appropriate, *Rules and Procedures for the Use of Consultants*, using the relevant Bank Standard Bidding Documents. Project procurement arrangements are summarized in Table 3.3 below.

3.5.2 Goods including computer equipment (Euro 8,910), and one 4x4 vehicle (Euro 27,500) as described in section 3.2.1, will be procured through Shopping as these goods are readily available in the country.

3.5.3 One consultancy services contract relating to the preparation of the outputs of the study, functional training, and launching and stakeholders consultation workshops, will be procured following International Short-Listing (ISL) procedures and utilizing the quality and cost based selection process with a maximum value of EUR 1,613,150. In order to expedite procurement of these services, advanced procurement **action** is being undertaken by the MLME and the specific procurement notice SPN has already been published on November 16, 2008 with deadline on December 17, 2008. The MLME has been made aware of their responsibilities in utilizing advanced procurement action.

Table 3.3: Procurement Arrangement

Procurement Categories	Shortlist (International)	National Shopping	Direct Purchase	Total
1. Goods				
1.1 Computer equipments		7,260		7,260
1.2 Industrial copier		1,650		1,650
1.3 Vehicle		27,500		27,500
2. Consultancy Services (Including Functional training and stakeholders consultation workshops)	1,613,150			1,613,150
3. Miscellaneous				
3.1 Project related incremental emoluments			30,360	30,360
3.2 Operating Costs		14,080		14,080
Office space and facilities			90,000	90,000
Total	1,613,150	50,490	120,360	1,784,000

3.5.4 Operating costs for office and vehicles, amounting to EUR 14,080, will be procured through National Shopping. Counterpart staff will be given top-up allowances for the period of the consultancy services through direct purchase with maximum value of 30,360 Euros.

3.5.5 The Government of Liberia will provide office space to accommodate the Secretariat for Sector Reform amounting to Euro 90,000 as its contribution to the project.

3.6 Disbursement Arrangements and Expenditure Schedule

3.6.1 Funds will be channeled through the MLME which will open a Euro Special Account denominated in foreign currency in a Bank acceptable to the Bank/AWF. The operation of the account will be the sole responsibility of the MLME.

3.6.2 Disbursement of funds will be made using the special account method whereby funds will be deposited in the Special Account, which will be replenished based on work progress, reports of provisions expenditure and work plan for the following periods. The tentative schedule for disbursements tied with outputs schedule based on the activity implementation schedule is presented in Table 3.4 below.

Table 3.4: Disbursement Schedule

Source of Financing			Total
	1 st Tranche	2 nd Tranche	
African Water Facility	1,048,740	645,260	1,694,000
	62%	38%	100%

3.6.3 Payments will be made to the Consultant based on the work flow and performance with respect to terms of reference (TOR) of the assignment as shown in Table 3.5 below.

Consultant payments 1 to 3 will be covered by the 1st disbursement and payment 4 will be paid after replenishment of the Special account and the conduct of an interim audit.

Table 3.5: Payment Schedule

	Key Submission	Time from the Study start Date	From the Project start Month	Payment
1	Down Payment upon submission of Bank Guarantee	At the commencement	S+3	10%
2	Submission of Inception Report	After 1 month	S+4	20%
3	Acceptance of Draft Investment Plan	After 5 months	S+8	30%
4	Finalization of the Report and Stakeholders Consultation	After 8 month	S+11	40%

3.7 Accounting and Audit Arrangements

the AWF will recruit and retain an auditor to perform audit of the financial management activities and ensure that funds have been utilized in line with the grant agreement. An interim audit will cover the six first months of the project and enable release of the 2nd instalment. The costs of such audit shall be paid under AWF administrative budget and will not be part of the Grant.

3.8 Monitoring Evaluation and Reporting Arrangement

3.8.1 The logical framework has clearly established the summary activities, outputs and outcomes of the project. The targets, qualitative and quantitative indicators and time frame are also established in the log frame. The overall outcome is the availability of instruments for fast and sustainable development of water resources and thereby contributing to poverty reduction in the country. This results chain provides the tool for *monitoring of outputs and evaluation of impacts*.

3.8.2 The Monitoring and Evaluation mechanisms will consist of developing a detailed set of indicators along with the means of recording activities, incorporating both the performance and milestone achievements. Quarterly Progress Reports to be submitted will outline progress in the previous quarter and also identify problems and forward recommendations, along with plans for the next quarter; these periodic reports are to be prepared by the implementing agency and the consulting team.

3.8.3 Supervision of the project will entail regular communications and correspondence with the implementing agency, and review and evaluation of the progress and the periodic achievements of the project with details on the various components of the study. When

required field supervision missions will be carried out to monitor progress on the ground and identify problems as well as discuss with the implementing agency and other stakeholders.

4 EFFECTIVENESS, EFFICIENCY AND SUSTAINABILITY

4.1 The project responds to the felt needs for sector reform and development in the post-conflict Liberia. The proposed methodology consisting of the use of consultants with participation of stakeholder represents the best use of resources. The efficiency of implementation of the project is related to the overall performance of the MLME and the implementation entities. In this regard, the SSR established within the MLME, has the capacity to effectively supervise the consultant to undertake the study. The appraisal team noted Liberia's willingness to lead and own the Sector Reform Process by appointing two highly skilled water sector staff to the SSR, in addition to Project Coordinator, and in a context of limited sector resources. Therefore, the SSR serving as a Project Implementation Unit will ensure high level professional inputs and provide a basis for representative decision making at the implementation level.

4.2 The NTF comprising key sector agencies and stakeholders will serve as the Steering Committee and will enable effective monitoring and supervision, and provide the requisite policy direction to ensure ownership by all key sector agencies and stakeholders of the Liberia water sector reform study and investment plans.

4.3 The proposed project has many provisions to ensure that its recommendations will be implemented and that the investment projects that will be identified are sustainable. The Institutional Restructuring Plan will define new roles for the Government of Liberia in the Water Sector. The tariff policy structure to be proposed as an output of the study will ensure the economic viability of the projects. The revised tariff policy will enable the LWSC as the main service provider to meet its obligations, while catering for social equity and the special needs of the poor. Sustainability concerns will be an important component in the assessment of the range of possible technology options for water supply and management options in the investment plans.

4.4 The institutional assessment for strengthening the Liberia water sector capacity (specifically MLME and LWSC) will ensure that adequate managerial and technical capacity will be built into the institutions to sustain the new facilities utilizing IWRM approaches and principles. A component for functional training and capacity building of water sector stakeholders (and specifically MLME and LWSC staff) is part of the project. The MLME staff involved in the study will have an ongoing post-project role in implementing identified priority investments.

4.5 The environmental aspect along with social implications will be stressed through a global EIA of the projects identified in the Short and Medium Term Investment Plans. The outcomes of each phase of the study will be presented to all stakeholders, including development partners, to ensure their full participation and ownership of the proposals.

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

5.1.1 The aim of the project is primarily to (i) support accelerated and sustainable development of the Water Sector, (ii) support the effective utilization of human, financial and other resources, and (iii) usher an effective system for the planning, management, allocation, utilization, regulation, protection and conservation of Water Resources in Liberia, (iv) refocus the role of Government and make a complete departure from a centralized management approach towards a consensus building, consultative and participatory approach involving stakeholders (v) introduce an environment of regulatory responsibility for the public sector and project implementation by independent services providers.

5.1.2 The project is in line with the need to prioritize and accelerate sector reform and development and to undertake rehabilitation to the Water and Sanitation infrastructure in post-conflict countries of Africa; it is also aligned with strategies to meet MDGs and with the Africa Water Vision Framework for Action.

5.1.4 There is an urgent need to reform the water sector of Liberia and, in parallel, to develop investment programs. The Sector Reform Agenda will enhance the ADB's efforts in Institutional Capacity Building (ICB), as outlined in the ADB/WB Joint Assistance Strategy (JAS); it will also complement the "Building Effective and Efficient Public Institutions" and "Public Sector Reforms" themes in the Liberia Poverty Reduction Strategy (PRS). In addition to the Bank, UNICEF, the World Bank and EC have clearly demonstrated interest to support Liberia's Sector Reform agenda.

5.1.5 The Project constitutes one of the core mandates and areas of focus of, and priority for AWF intervention in the water sector of Africa: *improving the enabling environment for sustainable, rapid and effective water sector development* through the formulation of policies, strategies, institutional reform, capacity building and investment plans. It mainly falls under pillar 1 – Water Governance (National Water Resources Management) and pillar 2 – Meeting Water Needs (Preparation of water investment programmes) of the AWF Operational Strategy, while also addressing pillar 3 – Strengthening the Financial Base. The proposed project will ensure the revamping of the water sector in all aspects of robust institutional building and will bolster implementation capacity. As a result, the project will promote more donor intervention and private sector participation in water resources management in Liberia.

5.2 Recommendations and Conditions

5.2.1 Based on the proposed design and actions in this report, and on the critical assessment of the relevance, effectiveness, and sustainability, and in view of the strategic importance of the project to facilitate the environment for effective and sustainable water resources management of Liberia, it is recommended that the President approves an AWF grant not exceeding EUR 1,694 million to the Government of Liberia to implement the project described in this report.

5.2.2 Conditions Precedent to First Disbursement

The conditions for 1st disbursement of the Grant are as follows:

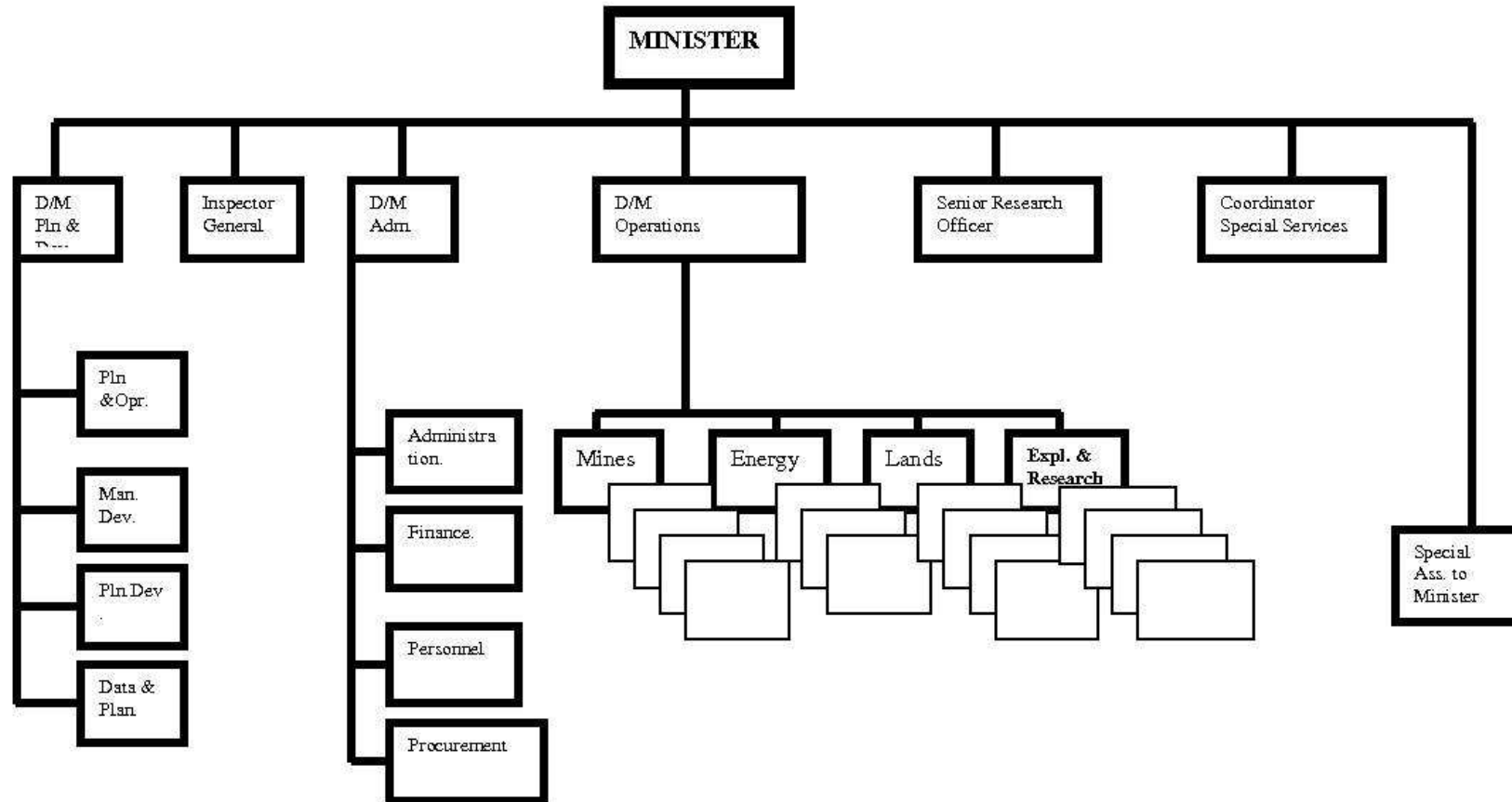
- (i) A special bank account (“Special Account”) for deposits in Euros has been opened in a commercial bank acceptable to the Bank;
- (ii) A Project Coordinator and staff, whose qualifications and experience are acceptable to the AWF, has been duly nominated.

Liberia Counties Population (Census 2008) and Map

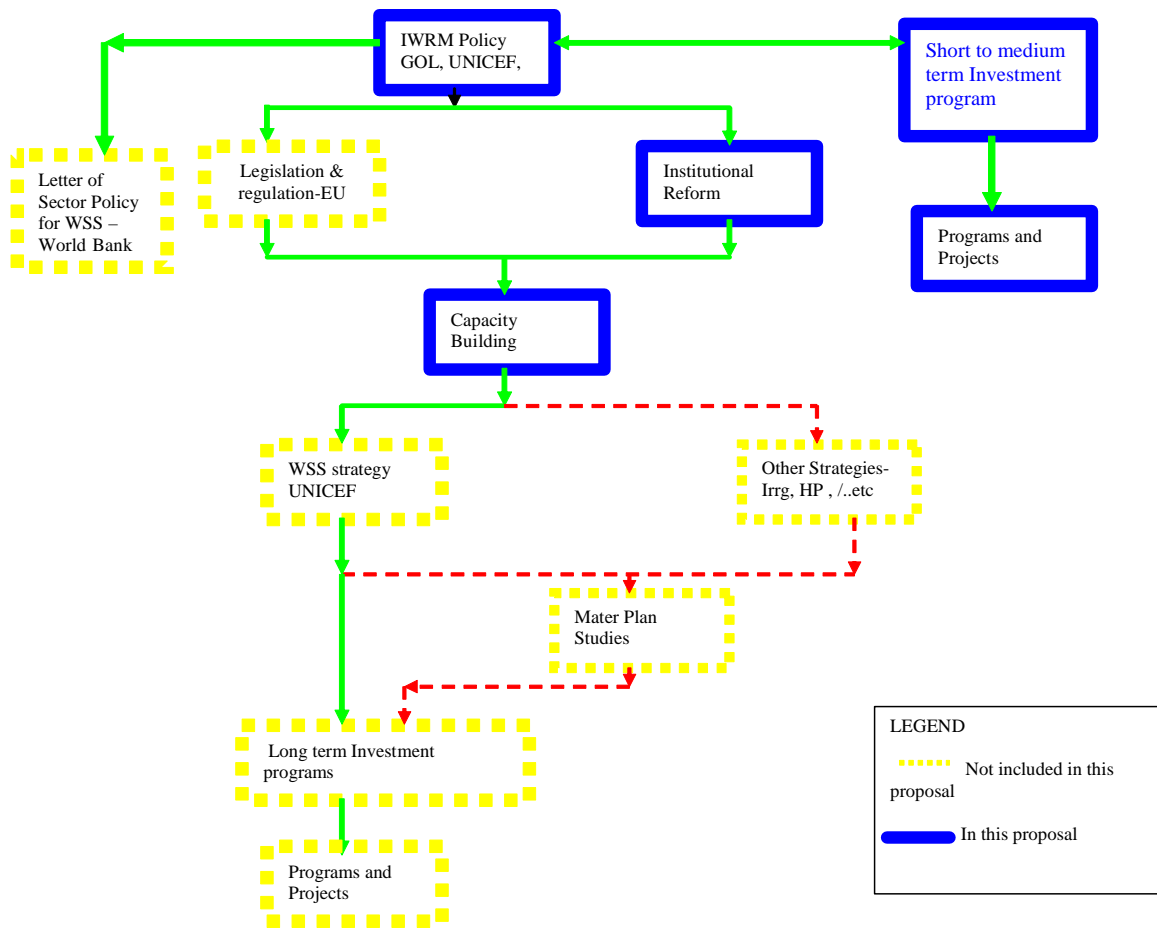
Counties/Population	2008	Urban	Rural	Urban Pop.	Rural Pop.
		%	%		
Bomi	82,036	16	84	13,126	68,910
Bong	328,919	10	90	32,892	296,027
Gbarpolu	83,758	3	97	2,513	81,245
Grand Bassa	224,839	15	85	33,726	191,113
Grand Cape Mount	129,055	3	97	3,872	125,183
Grand Gedeh	126,146	19	81	23,968	102,178
Grand Kru	57,106	5	95	2,855	54,251
Lofa	270,114	19	81	51,322	218,792
Margibi	199,689	29	71	57,910	141,779
Maryland	136,404	30	70	40,921	95,483
Montserrado	1,144,806	89	11	1,018,877	125,929
Nimba	468,088	15	85	70,213	397,875
River Cess	65,862	4	96	2,634	63,228
River Gee	67,318	5	95	3,366	63,952
Sinoe	104,932	16	84	16,789	88,143
	3,489,072	40	60	1,374,984	2,114,088



ORGANIGRAM-MINISTRY OF LANDS, MINES AND ENERGY



The Water Sector Reform Process



ANNEX 5: PROJECT COST ESTIMATES

Component 1: Sector Reform Study							
No	Item	Unit	Qty	Rate Euro	Total Euro	FC	LC
A CONSULTANCY SERVICES							
1	Water Resources Specialist - Team Leader	pers./m	9	15000	135,000.00	135,000.00	
2	Water Resources Engineer	pers./m	8	12000	96,000.00	96,000.00	
3	Water and Sanitation Engineer (2)	pers./m	10	12000	120,000.00	120,000.00	
4	Environmentalist	pers./m	7	12000	84,000.00	84,000.00	
5	Hydrologist	pers./m	4	12000	48,000.00	48,000.00	
6	Hydrogeologist	pers./m	4	12000	48,000.00	48,000.00	
7	Irrigation Specialist	pers./m	5	12000	60,000.00	60,000.00	
8	Institutional/capacity building expert	pers./m	10	12000	120,000.00	120,000.00	
9	Economist	pers./m	5	12000	60,000.00	60,000.00	
10	Socio-economist/ Gender expert	pers./m	6	12000	72,000.00	72,000.00	
11	Subtotal		68		843,000.00	843,000.00	
B Reimbursable							
1	Air Tickets	Trips	19	1500	28,500.00	28,500.00	
2	Office and facilities	Months	9	5000	45,000.00		45,000.00
3	Document preparation	LS	1	15000	15,000.00		15,000.00
4	Local transport	veh./month	25	7000	175,000.00		175,000.00
5	Stakeholders Consultation workshop	Nr	2	30000	60,000.00		60,000.00
6	Subtotal				323,500.00	28,500.00	295,000.00
C Base Cost					1,166,500.00	871,500.00	295,000.00
D 10% Contingency					116,650.00	87,150.00	29,500.00
E Total Sector reform Study					1,283,150.00	958,650.00	324,500.00
Component 2: Functional Training							
1	Water Resources engineer	pers./m	4	12000	48,000.00	48,000.00	
2	Water and Sanitation Engineer	pers./m	4	12000	48,000.00	48,000.00	
3	Environmentalist	pers./m	2.5	12000	30,000.00	30,000.00	
4	Institutional/capacity building expert	pers./m	4	12000	48,000.00	48,000.00	
5	Socio-economist/ Gender expert	pers./m	3	12000	36,000.00	36,000.00	
6	Operation and logistical support	Nr	10	9000	90,000.00		90,000.00
7	Base Cost				300,000.00	210,000.00	90,000.00
8	10% Contingency				30000	21000	9000
9	Total Functional Training				330,000.00	231,000.00	99,000.00
Component 3: Project Management							
A GOODS							
1	Laptop computers	Nr	5	1000	5,000.00		5,000.00
2	2 Printer (1network + 1 color)	LS	2	600	1,200.00		1,200.00
3	Scanner	Nr	1	400	400.00		400.00
4	Industrial Photocopier	Nr	1	1500	1,500.00		1,500.00
5	Vehicle (4x4)	Nr	1	25000	25,000.00		25,000.00
6	Subtotal				33,100.00		33100
B OPERATING AND RUNNING COSTS							
1	Support for project management	pers/m	8	500	4,000.00		4,000.00
2	Support for professional staff	pers/m	16	400	6,400.00		6,400.00
3	Logistical and administrative support	pers/m	16	200	3,200.00		3,200.00
5	Per diem	pers/day	140	100	14,000.00		14,000.00
6	Running costs vehicle	LS	8	1000	8,000.00		8,000.00
7	Operating costs	LS	8	600	4,800.00		4,800.00
8	Subtotal				40,400.00		40,400.00
C Base Cost					73,500.00		73,500.00
D 10% Contingency					7350		7350
E Total Project Management					80,850.00		80,850.00
F Total AWF Support					1,694,000.00	1,189,650.00	504,350.00
G Government Contribution							
1	Office space and facilities	LS	9	10000	90,000.00		90,000.00
2	Total Government Contribution				90,000.00		90,000.00
GRAND TOTAL PROJECT COST					1,784,000.00	1,189,650.00	594,350.00

PROJECT IMPLEMENTATION ARRANGEMENTS

Level of Entry	Institutions/Linkages	Responsibility/Input	Actors
Coordination-Organization	<pre> graph TD TA[Technical assistance] --> MMLE[MMLE] NTF[National Task Force (NTF)- anchored in the MLME] --> MMLE NSF[National Stakeholders' Forum] --> NTF </pre>	Organization, Coordination, follow up, review , guidance,	MMLE, MORD, MOH, MOW, Donors NGOs, Civil Society, Consumers, Communities, Professional Associations ADB
Preparation	<pre> graph TD SSR[Secretariat for Sector Reform (SSR)] --> C[Consultants] </pre>	Preparation of Issues papers Preparation of Draft Reports	Consultants
Review and Amendment	<pre> graph TD RR[Review of Reports] --> FR[Final Reports] SW[Stakeholders Workshops] --> FR </pre>	Review by Task Force and different Panels &Stakeholders Amendment Advice	Consultants , stakeholders Task force and panel members

Duties and responsibilities of Study Coordinator (SC) of the Secretariat for Sector Reform (SSR)

The Study Coordinator (SC) will be head of the Sector Reform Secretariat to be set up in the MLME, under the over all guidance of National Task Force (NTF). S/he will be responsible for coordinating of all activities for the successful implementation of the Water sector reform study. He will be assisted by other members of the consultant team to ensure the timely submission of the integrated quarterly report to the NTF.

The Study Coordinator (SC) will be expected to undertake coordination of the consultancy team and ensure that an IWRM Policy, Institutional arrangements capacity building plans and Investment programs are successfully prepared during the 4 months implementation period as outlined in the Action Plans including its Logical Framework. In addition the Study Coordinator will undertake the following specific activities:

- Ensure an inclusive and transparent participation towards the development of IWRM, Institutional reform, capacity building and Investment programs.
- Provide guidance on carrying out all the activities in the four components of the study.
- Ensure active information exchange of relevant issues, in order to ascertain effective and efficient work from consultants' team members and relevant stakeholders.
- Forward relevant information to the NTF, and SSR, which will ensure effective distribution of information to all committee members and relevant stakeholders
- Make critical decisions on the IWRM, Institutional reform, capacity building, and IP plan development process
- Review the composition of the NTF members involved (recommend the inclusion of relevant stakeholders that can make significant differences to process)
- Identify critical issues for the process
- Volunteer to assist in attending meetings, which would include efficient report back to committee and report writing
- Take a pro-active role in planning, guiding, coordinating and supporting implementation of all activities as outlined in the log frame
- Carry out other tasks as required by the NTF
- Approve Terms of References for the Study team leader and consultants
- Review and monitor activities of the consulting team.
- Propose new activities as may be deemed necessary for the process

Duties and responsibilities of the National Task Force

The National Task Force will involve the following activities:

- Overall guidance, supervision, coordination and follow-up of Sector Reform activities, provide advice to Government of Liberia.,
- Establishment of Thematic and Sub Component Panels.
- Review of this action plan and program and schedule for carrying out all the activities for the sector reform.
- Review and amendment of proposals, reports and other outputs from consultants and workshops.
- Review TORs for the different components of the study.
- Develop work program for the Taskforce and the panels
- Assignment of persons to the different panels
- Follow up, and coordination of all activities in the sector reform
- Schedule consultative meetings and ensure recommendations addressed in subsequent amendment of reports

Republic of Liberia
Ministry of Lands Mines and Energy (MLME)
Liberia Water and Sewer Corporation (LWSC)

**Outline of Terms of Reference for Consulting Services for the
Water Sector Reform Study in Liberia**

1. BACKGROUND

2 OBJECTIVE AND SCOPE OF WORK

2.1 General Objective

2.2 Specific Objectives

3 SECTOR REFORM STUDY PROCESS AND APPROACH

4 ACTIVITIES

4.1 General Activities to be carried out by the Consultant:

4.2 Details Activities of Assignment

4.2.1 Component 1 Capacity Building

Implementation of Integrated Water Resources Management (IWRM) Policy

4.2.2 Institutional Reforms

4.2.3 Capacity Building

4.2.4 Elements of Capacity Building

A Human Resources Development

B Systems Development:

- **Management information Systems**
- **Technical information Systems**
- **Public Information Systems**
- **M&E-**

C Services and Facilities:

4.2.5 Investment Programs

4.2.6 Functional Training

5 IMPLEMENTATION ARRANGEMENTS

5.4 Duties and responsibilities of Study Coordinator (SC) of the Secretariat for Sector Reform (SSR)

5.5 Details of Assignment and Consultant Staff Profiles

5.5.1 Specific Tasks of the Team leader/ Water Sector strategist

5.5.1 Specific tasks of the specialists on sub components- Water Resources, WSS, Irrigation, Hydropower, Aquatic Resources, Inland Water Transport

6 IMPLEMENTATION ARRANGEMENTS

6.1 Schedule of Implementation

6.2 Organization

6.3 Schedule and Reporting

6.3.2 Inception Report

6.3.3 Progress Reports

6.3.4 Program Concept Document for National WSS Investment Program

6.3.5 Policy Document, Capacity Building, Institutional Reform Report

6.3.6 Investment Program (Short and Medium term)

6.4 Evaluation Criteria

6.5 Expected Outputs

7 RESPONSIBILITIES OF THE GOVERNMENT OF LIBERIA

7.1 Documents

7.2 Counterpart Staff

7.3 Facilities and Exemptions

8 RESPONSIBILITIES OF THE CONSULTANT

9 List of Documents Available for the Consultants