



**EBOLA RECOVERY MULTI-PARTNER TRUST FUND  
PROPOSAL**

<p><b>Proposal Title:</b> Upgrading Water and Sanitation Systems Incorporating Skills-Based Training and Employment for Youth in Ebola-Affected Slum Communities</p>	<p><b>Recipient UN Organization(s):</b> UN-Habitat, UNICEF and ILO</p>
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<p><b>Proposal Location (country):</b>          Please select one from the following</p> <p><input type="checkbox"/> Guinea  <input checked="" type="checkbox"/> Liberia  <input type="checkbox"/> Sierra Leone  <input type="checkbox"/> Common Services</p>	<p><b>Proposal Location:</b>          Clara Town, Montserrado County</p>
<p><b>Project Description:</b> The project aims to strengthen resilience and promote economic stabilization and recovery in vulnerable slum communities by providing expanded access to safe drinking water and environmental sanitation and creating employment and business opportunities for youth and women.</p>	<p><b>Requested amount:</b> USD 1,000,000</p> <p>Other sources of funding of this proposal:          UNMEER budget:          Other sources (indicate):          Government Input:</p> <hr/> <p><b>No. of Beneficiaries:</b> Approx. 58482 persons          Women: 14,620          Girls: 16,471          Men: 11210          Boys: 16180          Total: 58482</p>

	<b>Start Date:</b> February 1, 2016 <b>End Date:</b> January 31, 2107 <b>Total duration (in months):</b> 12
<b>RECOVERY STRATEGIC OBJECTIVES (RSOs)</b> to which the proposal is contributing. For reporting purposes, each proposal could contribute to one RSO. For proposals responding to multiple RSO please select the primary RSO to which the proposal is contributing to.	
<input checked="" type="checkbox"/> Recovery Strategic Objective RSO1 <b>Health, Nutrition, and Water, Sanitation and Hygiene (WASH)</b> <input type="checkbox"/> Recovery Strategic Objective RSO2 <b>Socio-Economic Revitalization</b> <input type="checkbox"/> Recovery Strategic Objective RSO3 <b>Basic Services and Infrastructure</b> <input type="checkbox"/> Recovery Strategic Objective RSO4 <b>Governance, Peacebuilding, and Social Cohesion</b>	
<b>Recipient UN Organization(s)<sup>1</sup></b>	<b>Management Committee Chair:</b>
<i>Name of Representative:</i> <u>Anthony Lafha</u> <i>Signature</i>  <i>Name of Agency:</i> UN-Habitat <i>Date &amp; Seal</i>  <i>Name of Representative:</i> <u>Sheldon Yett</u> <i>Signature</i>  <i>Name of Agency:</i> UNICEF <i>Date and Seal</i>  <i>Name of Representative:</i> <u>Dennis Zulu</u> <i>Signature</i>  <i>Name of Agency:</i> ILO <i>Date and Seal</i>	<i>Dr. David Navarro</i>  <i>Signature</i> <i>Date:</i>

<sup>1</sup> If there is more than one RUNO in this project, additional signature boxes should be included so that there is one for every RUNO.

## 1.0 Context Analysis

This project proposal is pursuant to the need to expand access to safe drinking water and basic sanitation, improve environmental conditions and hygiene, and promote youth employment in the slum communities of Monrovia. The proposal is made as an urgent component of the UN's overall support to the implementation of the post-Ebola recovery strategy in Liberia. The project will constitute the first phase of a long term slum upgrading programme, which will help to strengthen resilience, and reduce vulnerability to Ebola outbreaks and other public health disasters in the urban areas of Liberia. The project has been conceived within the framework of the Joint UN programming approach with UN-Habitat, UNICEF and ILO as the main UN partners to collaborate with GoL partners, including the Ministry of Public Works, the Ministry of Health & Social Welfare, the Ministry of Gender and Social Development, the Monrovia City Corporation (MCC) and the Liberia Water and Sewerage Corporation (LWSC).

The Ebola outbreak of 2014-2015, was one of the worse public health disasters to have affected West Africa in living memory. The impact was devastating with over 10,000 people losing their lives. One of the most disturbing features of the disease was the speed with which it spread through all levels of society, forcing the closure of schools and many businesses, and the suspension of religious services and other social events. The outbreak of Ebola in West Africa in 2014 was also the first time on record that the disease had concentrated in large urban populations.

The economic drain of Ebola on Liberia has been immense and its social impact on ordinary Liberians' lives far-reaching. The loss of employment on account of the faltering economy, increases in prices of basic commodities as supplies dried up and stores closed their doors, the closure of schools and the scarcity of even the most basic health care services caused considerable anxiety. Precautionary measures taken by the Government including the monitoring of suspected Ebola hotspots by security forces in communities such as Clara Town, contributed to tension especially among the ranks of idle urban youth in slum communities.

With Liberia having been declared Ebola-free on 9 May 2015 the focus has now shifted to a recovery phase, with an emphasis on "building back better". However, it should be noted that there have been at least two relapses, since May, which highlights the persistence of the virus and the urgent need to implement measures to strengthen resilience. Recognizing that the Ebola outbreak in Liberia had a distinctly urban character, there is growing consensus among international development actors that attention must be paid to the urban challenges that were revealed by the spread of Ebola from rural areas to urban centers. According to the eminent Swedish medical statistician Dr. Hans Rosling, it was the rapid migration of Ebola into the slum communities in the heart of Monrovia that transformed the epidemic in Liberia from an exotic tropical disease, to a significant threat to global health security. In line with UNMEER's assessment, the complexity of urban areas requires a tailored recovery approach. Specifically, urban slums pose particular challenges in terms of ensuring resilient recovery as they are characterized by chronic and structural vulnerabilities around poverty, overcrowding and the lack of basic services.

It is against this background that the Project will target one of the largest slum communities in Monrovia (known as Clara Town), with an integrated package of interventions in water supply, environmental sanitation and youth employment, aimed at strengthening resilience and improving livelihoods.

Clara Town is a slum community of about 74,000 persons located on Bushrod Island in Monrovia. It is one of many slum communities in Monrovia and occupies an area of about 2.2 km<sup>2</sup> which represents a population density of about 34,000 persons per km<sup>2</sup>. The settlement has been built up on a swamp posing severe problems of drainage and regular flooding during periods of heavy rainfall. UN-Habitat carried out an assessment of four slum communities in Monrovia (including Clara Town) in November, 2014, during the height of the Ebola outbreak. The

assessment provided an analysis of the WASH situation in the communities, the linkages between the Ebola outbreak and WASH conditions, and, in consultation with local NGOs, CBOs and the Government, developed a suite of feasible solutions that could contribute to stabilization and recovery. It is estimated that the 74,000 residents rely on 11 public toilets and 22 public water taps. This translates to about 1 public toilet for about 7,000 persons and 1 public tap for 3,400 persons, as compared to the desired coverage of no more than 500 persons per tap. The problems are compounded by the fact that residents of West Point, a nearby slum, also rely on the public taps in Clara Town. Without an effective system for the collection and disposal of garbage, the streets, foot paths, and open areas, are heavily littered with garbage, which compounds the problems of environmental sanitation caused by the widespread practice of open defecation.

Work carried out by UNICEF in Clara Town and other urban slum communities has demonstrated the effectiveness of community-based approaches to service delivery. UNICEF has already established strategic partnerships with a number of NGOs and CBOs which will provide a platform for the engagement of the community in the design, implementation and management of the Project.

As shown in the Map at **Appendix III**, the main pipeline for the municipal water supply system traverses the northern and western boundaries of Clara Town, which makes it technically feasible and cost effective to extend the public water supply system to serve the residents of the town, through public water points which can be managed by youth groups under a delegated management framework.



West Point and Clara Town Slums – Monrovia

Public health hazards - Open Defecation and garbage

## 2.0 Rationale for the Project

### 2.1 *The link Between Urban WASH Solutions and Ebola Recovery*

One of the lessons learnt from the Ebola crisis in West Africa is the critical role of WASH in preventing and controlling diseases such as Ebola. The facts are clear. The Ebola affected countries have some of the worst WASH coverage in the world, while effective disease prevention and control relies on the availability of safe water and good hygiene practices. The fact that clean water was not easily available in the Ebola-affected countries, meant that much of the effort in bringing the disease under control was focused on, i) providing clean water in health care centers, schools and communities, especially for regular hand-washing, and ii) promoting better standards of hygiene and sanitation. As noted by the Liberia WASH Consortium, “pervasive unhygienic conditions and use of unsafe water have been identified as a key underlying factor in thousands of deaths prior to and during the Ebola outbreak.” Accordingly,

the improvement of WASH conditions in Liberia and the other Ebola-affected countries will be critical to the Ebola recovery programme.

As was pointed out above, the spread of Ebola accelerated once the disease gained a foothold in the urban slums of Liberia and other affected countries. These slums were among the most severely affected areas with Ebola compounding other public health problems such as recurring outbreaks of cholera and other waterborne diseases. Furthermore the economic impact of Ebola was felt disproportionately in the urban slums, where the informal economy provides the major source of employment and livelihoods.

The work of UN-Habitat in developing countries in Africa and Asia has confirmed the feasibility of slum upgrading initiatives as an instrument to improve living conditions in slums, extend access to services and reduce their inherent vulnerability to public health disasters. It is for this reason that the proposed Project has been conceptualized within a broader proposal of Slum Upgrading for Monrovia.

Slum upgrading is a concept that responds to the vulnerabilities of slums that are brought about by the informal nature of such settlements. Typically, slum upgrading objectives include enhancing tenure security, improving the quality of housing, alleviating overcrowding or expanding basic services to slum communities. Initiatives to upgrade tenure security or quality of housing in slums usually require extended initial assessments, long term implementing horizons, and work best where the political climate is stable. Such initiatives can raise sensitivities where slum communities do not trust the government or implementing partners. Settlement re-planning exercises to alleviate overcrowding also require extended consultations and participatory enumerations that involve the slum dwellers and often requires the relocation of some households. Projects that seek to expand basic services (such as WASH) in slums provide a feasible entry point to the more long term slum upgrading objectives mentioned above.

The program for slum upgrading will follow two parallel tracks (i) a set of projects that offer an entry point for slum upgrading work and addresses the vulnerabilities that allowed the Ebola to spread widely and rapidly among slum communities i.e. poverty and lack of basic services; these projects will provide sustainable and affordable basic services to slum households and can be delivered in 12-24 months across slum communities, and (ii) a longer term program for slum upgrading that will transform the living and working conditions in slums; this program will start one or two years after (i) above and will include comprehensive settlement re-planning, low cost and land tenure projects implemented at city-wide scale.

## ***2.2 Linkage with Government Priorities***

The Government of Liberia has launched an Economic Stabilization and Recovery Plan 2015-2017 (ESRP) that sets out the actions that are needed to “respond to the effects of Ebola, stabilize the economy, and get Liberia back on the path of inclusive growth”. The plan includes three broad strategies (i) to revitalize output and growth whilst ensuring that it is inclusive and that it creates more and better jobs; (ii) to provide support for the poor and other at-risk groups to strengthen resilience and reduce vulnerability; and (iii) to rebuild and strengthen the capacity to deliver core social services with better coverage. The Government expects that donors and international development partners will re-align their programming for the next two years in accordance with and in support of the ESRP.

Under ESRP Strategy 2 (Strengthening resilience and reducing vulnerability), the WASH Ebola Response and Recovery Implementation Plan will include actions that establish and strengthen the institutional capacity to manage the delivery of WASH services, and increase citizens’ access to WASH services. Even before the Ebola outbreak the Liberian water supply and sanitation sector had been profoundly affected by fourteen years of armed conflict and underinvestment in the urban WASH infrastructure in the last t years. Current reports indicate that less than 40% of the population in Monrovia has access to clean water or improved sanitation facilities. An

estimated 100,000 slum dwellers do not have access to water and or sanitation services. In addition to the problem of limited access, another problem arises from the fact that the country has over 10,000 water points, and over 4,000 are non-functional. There is a need to improve maintenance services for water points and this can provide business opportunities and employment for the youth.

In urban areas where the piped network extends to only 4% of the population, there is a heavy reliance on shallow wells, most of which are heavily contaminated and pose challenges for disease prevention. The ESRP notes that the water from over 80% of these shallow wells show evidence of faecal contamination and is therefore unsafe for drinking. While most urban dwellers rely on on-site sanitation systems (pit latrines and septic tanks), most residents of Monrovia's slums resort to open defecation for lack of sanitation facilities. The most recent JMP Report published by WHO and UNICEF indicates that over 27% of the urban population in Liberia practice open defecation due to lack of access to basic sanitation. While Ebola has been defeated, the conditions for the rapid spread of infectious diseases remain serious threats to public health, and to the economic wellbeing of the nation.

Under Strategy 3, the ESRP mentions the need for skills training as part of capacity building and civil service reform (Strengthening Public Finance and Ensuring Service Delivery). The ESRP, however, fails to emphasize the corresponding need for skills in the private and informal sector. Skills-based training has been identified by UNDP and the World Bank as a top priority for Liberia. It is estimated that 40% of young people in Liberia between the ages of 18 and 30 are currently unemployed, representing a massive waste of human capital and a potential source of political instability. Most of the unemployed urban youth live in slum communities. A WASH Project has significant potential to generate both short-term and long term employment opportunities for young people. The infrastructure works can be designed as labor-intensive public works, with contract packages that incorporate skills-based training activities. Also, the management of the WASH facilities and the provision of maintenance services can offer business opportunities for skilled artisans and youth groups.

### ***2.3 Rationale for the Joint Programme Approach***

The UN Joint programming approach through the UNDAF process provides specific benefits and features that could complement and strengthen national processes in efforts to implement the post-Ebola Economic Stabilization and Recovery Plan. In particular, it draws on the strengths and comparative advantages of the respective UN Agencies in order to mobilize the full range of expertise and experience to address the issues of WASH and youth unemployment in urban slums, within a post-disaster context. UN Agencies were significant contributors to the Ebola response and are now well placed to assist with stabilization and recovery. With respect to urban WASH and/or slum upgrading, a number of partners including UN-Habitat, UNICEF and ILO and others have been and/or are currently involved with programmes and projects aimed at improving living conditions in the urban slums of Liberia. This Proposal will take due cognizance and appropriately draw on lessons from these Ebola-related programmes/projects in Liberia.

### ***2.4 Justification for the Programme and MPTF Funding Support***

Based on estimates provided by UN-Habitat, more than half of Liberia's population now reside in urban areas where congestion and unplanned development have led to a lack of basic services for the majority of urban residents. Monrovia, the capital of Liberia has felt the greatest impact of urbanization in the country and is home to a population of over 1.3 million persons i.e. almost one third of the national population, with about 70% living in slums. As was noted in Section 1.3, the Ebola outbreak, like most public health disasters in human history, was largely an urban phenomenon and was fueled by poor living conditions in the slums, characterized by congestion, low standards of housing and poor urban services, especially water and sanitation. The rapid

spread of the disease and the draconian measures that had to be introduced to control and ultimately eliminate it (including extended quarantines of entire slums West Point), highlighted the vulnerability of the slum communities and demonstrated the urgency of implementing a comprehensive programme of slum upgrading and prevention, as recommended by the National Housing Policy of 2014.

Accordingly, post-Ebola economic recovery and stabilization, as envisioned by the ERSF, will hinge on the extent to which the Government is able to restore and improve the delivery of services in the urban slums, while promoting the conditions for economic stabilization and development. In a report entitled, “*Recovering from the Ebola Crisis*”, prepared by the United Nations, the World Bank, the European Union and the African Development Bank, the scope of a post-Ebola recovery strategy was proposed with five key elements:

1. To stop the epidemic
2. Risk management
3. Restoring and strengthening capacity
4. Restoring livelihoods and building community resilience; and
5. Addressing structural factors such as poor infrastructure and limited access to clean water and basic sanitation

The proposed programme is therefore justified on the basis of the above assessment of the underlying factors which caused the spread of the Ebola outbreak as an urban phenomenon, the impact of the disaster on slum communities and the need to implement a recovery strategy aimed at strengthening capacity, restoring livelihoods and addressing structural factors, which include low access to water and sanitation and poor hygiene.

It is against this background that a Joint UN Project to improve WASH conditions in urban slums and to provide skills-based training and employment opportunities for the urban poor, is being proposed as a contribution of the United Nations to the Ebola recovery effort. The Project is well aligned with the 3 key strategies of the Government’s ESRP, the UNDAF outcomes and the key recommendations of the international community on the strategies to be implemented for post-Ebola recovery.

### **3.0 Project Outcomes and Outputs**

**Goal:** The overall goal of this proposal is to improve the living conditions in the urban slums by reducing the vulnerability to infectious diseases in the most densely populated slum communities in Monrovia and by strengthening the resilience of the slum communities through livelihood opportunities.

#### **Specific Objectives:**

- a) Increase access to quality, equitable access to safe drinking water, basic sanitation, solid waste management and hygiene services for Clara town residents;
- b) Provide skills based training and employment opportunities for young people through the implementation of labor-intensive WASH infrastructure projects and youth engagement in the provision of operational and maintenance services for WASH facilities and solid waste management services in the selected communities.
- c) Strengthen the capacity of the Liberia Water and Sewer Corporation (LWSC) and Monrovia City Corporation (MCC) to address water, sanitation and solid waste management in the slums areas of Monrovia

#### **3.1 Outcomes**

The main project outcomes will be as follows:

- a. Improved public health and environmental sanitation through expanded access to safe drinking water, basic sanitation, solid waste management services and hygiene education;
- b. Strengthened capacities of the Local community groups to effectively manage the delivery of water and sanitation services; and

### **3.2 Outputs**

The Project outputs will be as follows:

- (i) At least 50,000 persons have access to safe drinking water and sanitary facilities within six months.
- (ii) Integrated solid waste management (ISWM) system adopted by the Municipal Authority including promotion of low cost waste recycling enterprises through local community groups
- (iii) Trained youth are employed during the project and retain skills that they can rely on to seek employment beyond the life of the project, and for subsequent operation and maintenance services for communal and institutional WASH systems;.
- (iv) Key technical staff from the MCC and the LWSC receive training on how project design, mobilization, labor based contract management to enable extend services to other communities for project impact and sustainability.

### **3.3 Project Outputs and Activities:**

#### **Output 1: Water supply, sanitation and hygiene services:**

The water supply component will be implemented in partnership with the Liberia Water and Sewer Corporation (LWSC) and will seek to utilize the infrastructure of the City water system to extend services to the slum community. The main activities will comprise:

- a) Rehabilitate existing water supply infrastructure
- b) Extend water pipelines to the targeted slum community by about 5 km
- c) Rehabilitate and construct water kiosks/ stand points
- d) Rehabilitate household wells/boreholes for the most vulnerable families (25)
- e) Provide water connections to household clusters
- f) Upgrade and repair of about 45 institutional and household water points with a focus on water points for the most vulnerable.

The sanitation component will focus heavily on a comprehensive sanitation marketing programme that will be integrated into a sanitation marketing survey that will be carried out by UNICEF. UN-Habitat's experience in providing public sanitation facilities in urban slums will also provide a basis to undertake the implementation and operation of the constructed facilities.

This component will comprise the following activities:

- a) Undertake a sanitation marketing programme to raise awareness and enhance the effective demand for improved sanitation
- b) Construct /rehabilitate public latrines combined with biogas production for lighting
  - (i) Select and train community based enterprises (CBEs) to manage and operate public latrines
  - (ii) Conduct training on performance evaluation for Community Management Teams (CMT) to monitor performance of the CBEs
- c) Install small bore sewerage network (condominium sanitation for 5-15 household clusters where appropriate). The feasibility of replicating the recently introduced Tiger worm latrine project will also be examined.

#### **Output 2: Integrated Solid waste management:**

Under this project, the solid waste management component will comprise of the following activities:

- a) Carry out publicity and dissemination campaigns in the communities with MCC and MOL to increase participation appreciation of the approach;
- b) Conduct a baseline study to determine current situation with attention on the four slum settlements
- c) Promote low cost waste recycling enterprises, targeting women and the youth
- d) Promote non-motorized (NMT) solid waste collection and setting up a workshop for the fabrication of non-motorized transport equipment managed by local youth groups

- e) Establish and enhance the capacity of municipal authority to effectively manage an integrated solid waste management (ISWM) system in Monrovia
- f) Conduct technical and business management skills training in Solid Waste management System;

**Output 3: Youth skills training and employment:**

- a) Conduct training targeting youth and engage them in semi-skilled components of the construction phase of the project.
- b) Conduct skills training on operation and maintenance of established systems and provide basic tools for subsequent use and or self-employment.

**Output 4: Key technical Staff equipped with skills to participatory design and implement project:**

Project preparation and design will need to be fast tracked so that the programme can move quickly into implementation. Accordingly, this phase will draw heavily on the experience of existing partners who have already undertaken WASH projects within the area and have intimate knowledge of site conditions. The following activities will be undertaken:

- a) Conduct WASH baseline survey (including consultations within the WASH Sector);
- b) Conduct technical assessments at identified sites and design infrastructural works based on the labor-intensive approach
- c) Community mobilization and organization (to prepare youth groups to engage in the project.
- d) Design of skills based training packages;
- e) Preparation of tender/contract documents with integral skills-training components.

***3.4 Project Sustainability***

The programme is a response to national priority needs and a request from the Government for UN support in the identified intervention areas. In terms of the design, governance of implementation and benefits are strongly nationally owned. Its overriding objective is the capacity at national and local levels with hands-on, demonstrated capacity of the key stakeholders and beneficiaries to identify and implement training programmes through the use of participatory approaches that engender local ownership. The requirements are much larger than the resources available and it is part of the programme strategy to use these funds as seed money for further resource mobilization.

While the government faces extreme limitations, their commitment to the success to this project will be key. The Monrovia City Corporation, the Liberia Water and Sewage Corporation, and the Ministry of Public Works have been closely involved in problem identification and priority setting. The working time of Government staff which also serve for purposes of training and coaching, will be an important contribution from the counterpart.

The country which is still battling with this unprecedented outbreak cannot be expected that within the span of 12 to 18 months full sustainability can be achieved. The programme intends to develop a second phase which it will be possible to address the sustainability factor with more credibility. Still, it is expected that the results of the intervention will remain, but they will not be ready to continue without outside technical and financial support. Some of the project immediate objectives are also long term by nature.

**Details of the water supply infrastructure works are further elaborated in the Maps at Appendix 3 and 4.**

**4.0 Direct Beneficiaries**

The direct beneficiaries of this project are the general population of Clara town that include women, men, girls and boys. Women's, men's, girl's and boy's needs' related to water and sanitation, and hygiene are different.

**Women:** In Liberian society the provision of water, hygiene and sanitation at the household level are often considered women's tasks. Women are water and sanitation managers, promoters, educators and leaders of home and community-based sanitation practices. Yet, women's concerns and needs are rarely addressed as collective and cultural barriers often restrict women's involvement in the decision making process. Women have a major role to play in hygiene promotion by encouraging people to adopt safer practices in the household to prevent sanitation-related disease.

**Men:** Clara Town being one of the poorest neighborhoods it is estimated that that 85 percent of households live on less than 4,000 Liberian dollars (US\$57) a month, and many, significantly less than that. Project interventions will improve health conditions of the working force, small businesses hence the income at the household levels.

**Girls:** Many young girls in these disadvantaged communities dropped out school, and are likely engaged in prostitution. Clara Town slum communities account for many cases of domestic violence and cruel abuse of alcohol and other illicit substances. The project WASH component shall encourage retaining the girl child in school.

**Boys:** Children bear a disproportionate burden of disease, flooded areas and ditches, latrines and septic tanks are key reservoirs that perpetuate cholera, malaria; typhoid, dengue and yellow fever are the direct consequences of the poor water and sanitation conditions. Infectious disease outbreaks are also precipitated by the high population density found in these areas, with overcrowding triggering epidemic-prone infections like Ebola and influenza.

Therefore, gender mainstreaming strategy shall be used to ensure that concerns of women, men, girls and boys are taken into account in the design of project interventions to achieve project goals.

## **5.0 Capacity of RUNO(s) and implementing partners:**

### **5.1 International Labor Organization:**

The ILO has been involved in skills training and development both at the macro and micro levels for many years. It developed tools and packages appropriate for use in different situations and by various categories of beneficiaries across the developing world. Some of the tools already used in Liberia include the Training for Rural Economic Empowerment (TREE), Start and Improve Your Business (SIYB) and Start Your Waste Recycling Business to mention but a few. The ILO is therefore well positioned to supporting the capacity building of local community groups to drive skills training and development within their communities.

In pursuit of sustainable decent and productive work, the ILO has been at the forefront of promoting labor intensive approaches to infrastructure development and maintenance. This approach has dual benefits to communities as it contributes not only to the two development and maintenance of infrastructure but through the involvement of local community creates jobs for those involved. Labor based approaches are specifically designed to take into account and support vulnerable groups in the communities including Youths and women. Furthermore, ILO has wealth of experience in Solid waste management and how it can be used to create income generating opportunities and jobs. Through a Solid Waste Management project implemented in partnership with the Monrovia City Corporation, the ILO supported the capacity building of Youth groups to engage in Waste management and recycling projects in the county.

## **5.2 UNICEF**

UNICEF's work in Liberia is geared towards advancing and protection of children's rights and on ensuring that children have equal opportunity to advance and reach their full potential. Accordingly, UNICEF work in Liberia is focussed on child survival and development interventions (health, nutrition, WASH), child protection, education and communication for development. UNICEF is very active in the WASH sector – in both urban and rural settings – working towards improving access to clean water for drinking, cooking and personal hygiene as well as to appropriate sanitation facilities and hygiene practices in vulnerable areas. As WaSH Cluster Lead, and besides supporting Ministry of Public Works in the WaSH Sector/Cluster coordination (national and sub national levels), UNICEF is also actively participating in UN and donor coordinating mechanisms not only during the Ebola crisis, but also in the design and implementation of post EVD recovery and restoration measures. To this end, UNICEF is supporting MCC on waste management interventions for the greater Monrovia City, and separately, based on request from the Ministry of Internal Affairs, in the finalisation of a National Solid Waste Management Policy document.

As part of ensuring presence of robust infection prevention and control measures in schools, UNICEF has supported the Ministry of Education install emergency WASH facilities in more than 4000 schools during the reopening of schools. Additionally, support has been provided in the development of WaSH in Schools guidelines that will inform and guide the work of all actors/partners. These guidelines have been validated by stakeholders in all the 15 counties and have been formally launched by HE the President.

In response to the infectious liquid waste challenge in Monrovia, UNICEF has provided support (3 desludging trucks, vehicles for the inter agency monitoring teams and operational costs) to the Liberia Water and Sewer Corporation.

A vibrant WASH sector coordination platform is key to ensuring timely delivery of interventions. To this end, UNICEF is supporting the GoL in strengthening the current WASH Cluster/Sector coordination platform (national and sub national level) in targeted areas as relates to information management/flow/dissemination; provision of ICT equipment; transition management; staff skills development; preparedness/response planning and mobility for field monitoring.

## **5.3 UNHabitat:**

Over the years, UN-Habitat has accumulated a great deal of experience working in slums and informal settlements characterised by dense population, poorly constructed housing, and lacking in almost all forms of basic services. The need to understand such slum environments and their underlying dynamics is extremely challenging because of poverty, social and economic exclusion and a physical environment that militates against conventional technical solutions to WASH issues. A number of initiatives to deal with the problems associated with the lack of basic services in such environments have been successfully undertaken in cities in Africa, Asia and Latin America through UN-Habitat's Water for Cities Programme and special initiatives such as the Lake Victoria Water and Sanitation Initiative (LVWATSAN).

Such initiatives have aimed at supporting utilities and municipalities to develop and implement strategies to extend services to the urban poor. Technical support, and capacity building and demonstration projects have been provided to build capacity on a broad range of issues such as strategic business planning, performance improvement planning, pro-poor tariff reforms, and appropriate technological interventions on WASH issues in urban slums and informal settlements designed to improve access to services. An important component of the process involves bringing together the various institutions that deal with improving water supply, sewerage, on site sanitation, solid waste management, access and drainage to interact in an environment of trust and openness. It also involves community mobilization; sensitization and capacity building to

ensure the full involvement of the slum communities in all aspects of the initiative, through a “learning by doing” approach that eventually lead to tangible benefits for the communities.

In the recent past, UN-Habitat undertook a Liberian Urban Development Programme until mid-2013, in which it supported the development of a National Urban Development Policy to be launched at a national Urban Forum. It also developed and initiated a process leading to a national housing policy and conducted capacity building measures in urban planning. In recent years, UN-Habitat also undertook several local government support programmes aiming at strengthening capacities for an improved service delivery and poverty reduction, such as the Strengthening the Capacity Of Local Administration For Service Delivery In Support Of Decentralization Efforts In Liberia, the Strengthening County Institutional Capacity for Service Delivery and the Local Government Leadership Programme.

**Summary – Responsible Areas by Agency:**

**UN-Habitat:** Program development; Convening Agency, responsible for overall formulation of a long term slum upgrading strategy in accordance with the National Housing Policy, contribute to the provision of water supply, sanitation improvements and solid waste management in the slum community as well as capacity building targeting LWSC and MCC

**UNICEF:** UNICEF will be the Administrative Agency for this project. Additionally, UNICEF will be responsible for the water supply, sanitation and hygiene improvements, including the social marketing of sanitation, and the construction of public sanitation facilities, hygiene promotion, and awareness raising and coordination of WASH elements.

**ILO:** Skills training and development, focusing on the youth, supporting the design and contracting of the infrastructure to ensure that labor-intensive approaches are adopted to maximize employment opportunities during the construction of the programme works.

**6.0 Proposal management:**

The Programme will be implemented as a Joint UN Programme with three implementing Agencies: UN-Habitat, UNICEF and ILO. The three Agencies will implement the programme under the overall direction of the Resident Coordinator. UN-Habitat, as the convening Agency will be responsible for overall programme coordination, reporting, and programme monitoring. As far as possible, the Programme will utilize existing coordination arrangements. However, an Implementation Committee will be established with representatives from the three UN Implementing Agencies. The Committee will meet monthly. The main purpose of this committee will be to coordinate the respective inputs from the UN agencies and to ensure that the Programme compliments other ongoing initiatives. A wider Technical Committee will be established comprising representatives of the UN Agencies and the Government of Liberia, including the Liberia Water and Sewer Corporation. One of the functions of the Technical Committee will be to ensure full and active participation by the Government Agencies. The Technical Committee will meet at least bi-monthly. During the inception phase of the Programme, UN-Habitat will prepare a Programme Implementation Manual which will clarify roles and responsibilities and articulate implementation arrangements for the Programme.

**7.0 Risk management:**

**Table 5 – Risk management matrix**

Risks to the achievement of SO in targeted area	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
Political instability	High	High	Enhanced engagement with leadership (at all levels)
Resistance and low buy in from community	Medium	Medium	Active community mobilisation and continuous engagement with community members and their leadership

### **8.0 Monitoring & Evaluation:**

Reporting, monitoring and evaluation will be undertaken in accordance with the UN's rules and regulations. For both the planning and preparation of evaluation reports, reference will be made to the guidelines that will be prepared by the participating agencies. During the first month of programme implementation, baseline studies as indicated in the various subcomponents, will be undertaken. The project staff will establish a monitoring and evaluation plan, if possible with the participation of the key stakeholders on the project. Regular participatory reviews during the life time of the intervention. The lead agency will provide short update to the RC.

Finally, and while making reference to the assessment conducted at the beginning of the project, a context specific end of project evaluation will be conducted. This evaluation report will establish whether this intervention has met its desired objectives.

**APPENDICES**  
**Appendix I: PROPOSAL RESULT MATRIX**

<b>Proposal Title:</b> Upgrading Water and Sanitation Systems Incorporating Skills-Based Training and Employment for Youth in Ebola-Affected Slum Communities					
<b>Strategic Objective to which the Proposal is contributing<sup>2</sup></b>		Recovery Strategic Objective RSO1: Health, Nutrition, and Water, Sanitation and Hygiene (WASH)			
<b>Effect Indicators</b>	<b>Geographical Area (where proposal will directly operate)</b>	<b>Baseline<sup>3</sup></b> In the exact area of operation	<b>Target</b>	<b>Means of verification</b>	<b>Responsible Org.</b>
# of households with safe access to improved drinking water; # of households with access to improved sanitation facilities; # of trained youths # of youth entrepreneurs % reduction in volume of solid waste collected	Clara Town, Monrovia	To be confirmed	58,000 persons	Rapid assessment report; Baseline survey/evaluation; KAP/B	UNICEF; UNHabitat; ILO
<b>MCA</b>	Ministry of Public Works; Ministry of Health & Social Welfare, Ministry of Gender and Social Development, Monrovia City Corporation, Liberia Water and Sewer Corporation				
<b>Output 1: At least 50,000 persons have access to safe drinking water and sanitary facilities.</b> <b>Indicators :</b>	<b>Geographical Area</b>	<b>Target<sup>4</sup></b>	<b>Budget (USD)</b>	<b>Means of verification</b>	<b>Responsible Org.</b>
<ul style="list-style-type: none"> <li>• At least 85% of target group accesses at least 20 liters water/day per person;</li> <li>• Maximum distance from household to water point reduced to 200m;</li> <li>• Queuing time at water points reduced no more than 10 minutes;</li> <li>• 20 additional latrines constructed and use;</li> <li>• Increased practice of handwashing</li> </ul>	Clara Town, Monrovia	58,000 persons	598,000	Baseline survey; Periodic Progress Reports; community monitoring tools; Reports from latrine/water point attendants; Observation	UNICEF
<b>Output 2: Integrated solid waste management (ISWM) system adopted by the Municipal Authority including promotion of low cost waste recycling enterprises through local community groups.</b> <b>Indicators:</b>	<b>Geographical Area</b>	<b>Target</b>	<b>Budget</b>	<b>Means of verification</b>	<b>Responsible Org.</b>

<sup>2</sup> Proposal can only contribute to one Strategic Objective

<sup>3</sup> If data are not available please explain how they will be collected.

<sup>4</sup> Assuming a ZERO Baseline

<ul style="list-style-type: none"> <li>At least 50% of households gain access solid waste services;</li> <li>20 youth groups trained on entrepreneurship from managing solid waste</li> </ul>	<i>Clara Town, Monrovia</i>	10,000 HH; 50,000 persons	174,000	Rapid assessment report; Baseline survey and evaluation	ILO, UNHabitat
<b>Output 3 : Trained youth are employed during the project and retain skills that they can rely on to seek employment</b> <b>Indicators:</b>	<b>Geographical Area</b>	<b>Target</b>	<b>Budget</b>	<b>Means of verification</b>	<b>Responsible Org.</b>
<ul style="list-style-type: none"> <li>At least 2,500 youths directly engaged in construction of WASH systems;</li> <li>20 groups (consisting of 20 to 50 members) established and trained on maintenance of WASH systems;</li> <li>At least 60 youths willing to pursue entrepreneurship mentored/trained</li> </ul>	<i>Clara Town, Monrovia</i>	2,500 youth groups; 60 Youth; 20 community groups	75,000	Training reports; independent evaluation	ILO, UNHabitat
<b>Output 4 : Key technical staff from the MCC and the LWSC trained on how to extend services to other communities for project impact and sustainability.</b> <b>Indicators:</b>	<b>Geographical Area</b>	<b>Target</b>	<b>Budget</b>	<b>Means of verification</b>	<b>Responsible Org.</b>
Two water/sanitation utility agencies skills improved on water, sanitation and waste management	<i>Monrovia</i>	2 water utilities	20,000	Training reports; independent evaluation	ILO; UNICEF; UNHabitat
<b>Coordination Fees<sup>5</sup></b>			<b>13.5%</b>		
<i>Staffing</i>			97,413		
<i>Data collection</i>			3,000		
<i>Equipment &amp; Supply</i>			0		
<i>Indirect Cost max 7 %</i>			32,587		
<b>Total Project Cost in USD</b>			<b>1,000,000</b>		

## Appendix II: PROJECT BUDGET

Strategies	Major Activity	Estimated Date of Completion				Key People Responsible	Budget (US\$)	Comments
		Q1	Q2	Q3	Q4			
<b>Output 1: Water supply, sanitation and hygiene services:</b>								
(a) At least 50,000 persons have access to safe drinking water facilities within six months.	Rehabilitate existing water supply infrastructure					UNICEF	598,000	
	Extend water pipelines to the targeted slum community by about 5 km							
	Rehabilitate and construct water kiosks/ stand points							
	Rehabilitate household wells/boreholes for the most vulnerable families (25)							
	Provide water connections to household clusters							
	Upgrade and repair of about 45 institutional and household water points with a focus on water points for the most vulnerable.							
(b) At least 50,000 persons have access to safe sanitary facilities within six months.	Undertake a sanitation marketing programme to raise awareness and enhance the effective demand for improved sanitation					UNICEF	598,000	
	Construct /rehabilitate public latrines combined with biogas production for lighting							
	Select and train community based enterprises (CBEs) to manage and operate public latrines							
	Conduct training on performance evaluation for Community Management Teams (CMT) to monitor performance of the CBEs							
	Install small bore sewerage network (condominium sanitation for 5-15 household clusters where appropriate). The feasibility of replicating the recently introduced Tiger worm latrine project will also be examined.							
<b>Output 2: Integrated Solid waste management:</b>								
Integrated solid waste management (ISWM) system adopted by the Municipal Authority including promotion of low cost waste recycling enterprises through local community groups	Carry out publicity and dissemination campaigns in the communities with MCC and MOL to increase participation appreciation of the approach					ILO, UNHabitat	174,000	
	Conduct a baseline study to determine current situation with attention on the four slum settlements							
	Promote low cost waste recycling enterprises, targeting women and the youth							
	Promote non-motorized (NMT) solid waste collection and setting up a workshop for the fabrication of non-motorized transport equipment managed by local youth groups							
	Establish and enhance the capacity of municipal authority to effectively manage an integrated solid waste management (ISWM) system in Monrovia							

	Conduct technical and business management skills training in Solid Waste management System							
<b>Output 3: Youth skills training and employment</b>								
Trained youth are employed during the project and retain skills that they can rely on to seek employment beyond the life of the project, and for subsequent operation and maintenance services for communal and institutional WASH systems	Conduct training targeting youth and engage them in semi-skilled components of the construction phase of the project.					ILO, UNHabitat	75,000	
	Conduct skills training on operation and maintenance of established systems and provide basic tools for subsequent use and or self-employment.							
<b>Output 4: Key technical Staff equipped with skills to participatory design and implement project:</b>								
Key technical staff from the MCC and the LWSC receive training on how project design, mobilization, labor based contract management to enable extend services to other communities for project impact and sustainability.	Conduct WASH baseline survey (including consultations within the WASH Sector)					ILO; UNICEF; UNHabitat	20,000	
	Conduct technical assessments at identified sites and design infrastructural works based on the labor-intensive approach							
	Community mobilization and organization (to prepare youth groups to engage in the project.							
	Design of skills based training packages							
	Preparation of tender/contract documents with integral skills-training components.							
<b>Overall Sub Totals (USD)</b>							<b>867,000</b>	
<b>Coordination Fees</b>								
Staffing							97,413	
Data collection							3,000	
Equipment & Supply							0	
Indirect Cost max 7 %							32,587	
<b>GRAND TOTAL (USD)</b>							<b>1,000,000</b>	

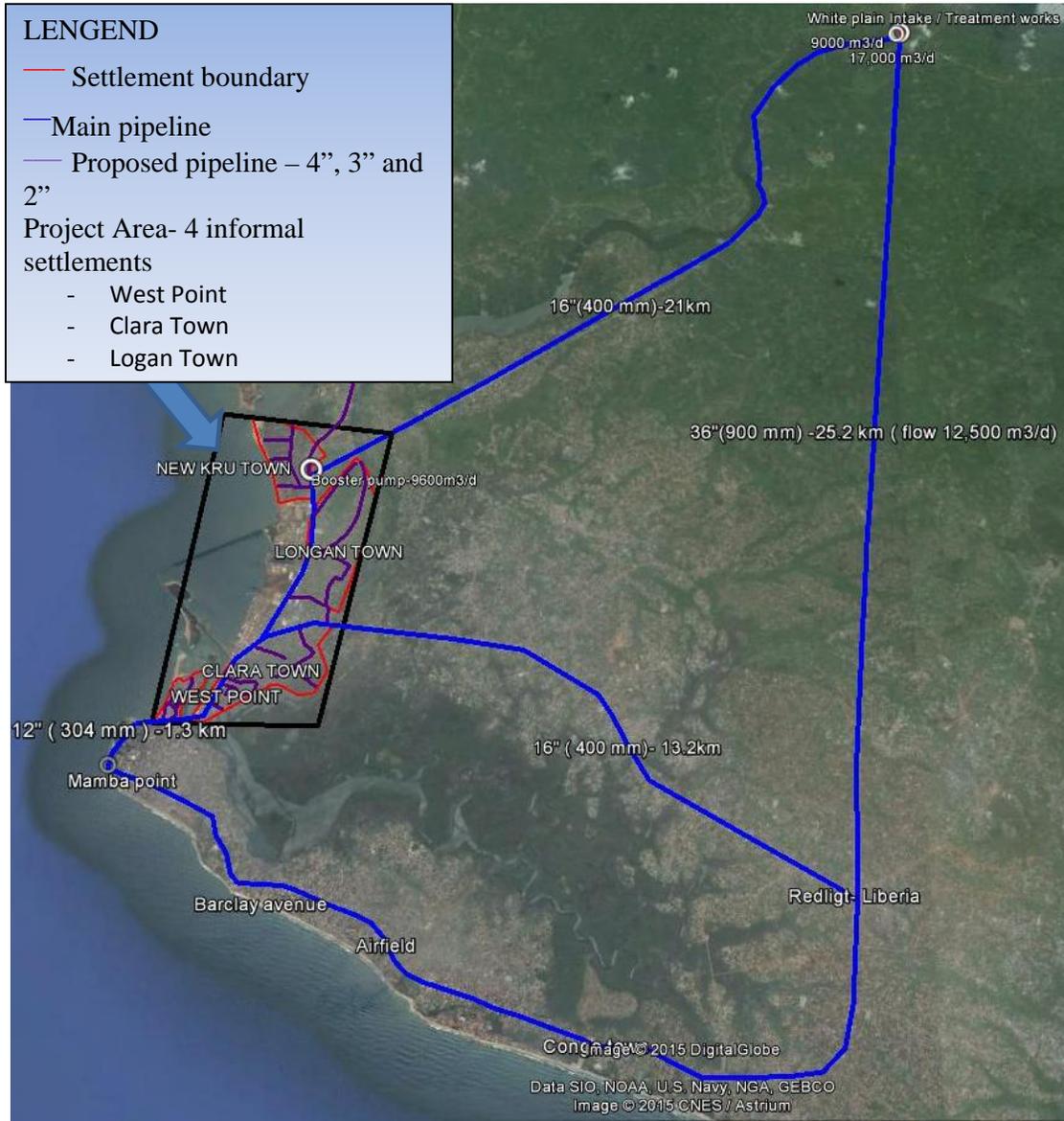
**MPTF Budget - WASH in Urban Slums Project Budget (BY CATEGORIES)**

CATEGORIES	Amount/Recipient Agency			TOTAL (USD)
	UNICEF	UNHabitat	ILO	
<b>1. Staff and other personnel</b>				
UNICEF				
Staff allowances and per diem	23,700.00			
UNHabitat				
Staff costs and consultants		35,000.00		82,274.00
ILO				
Staff costs and consultants costs			23,574.00	
<b>2. Supplies, Commodities, Materials</b>				
UNICEF				
Water supply equipment				
Protective gear	67,000.00			
Construction tools				
UNHabitat				
Training materials				
Software (for capacity building of LWSC)				
Supplies for training workshops		5,000.00		102,000.00
ILO				
Protective gears for solid waste collectors				
Solid waste collection tools				
Tools for youths trained in masonry, carpentry, plumbing, and other vocations			30,000.00	
Workshop materials				
<b>3. Equipment, Vehicles, and Furniture, incl. Depreciation</b>				
UNICEF				
UNHabitat				3,000.00

Computers and office equipment				3,000.00	
<b>ILO</b>					
<b>4. Contractual services</b>					
<b>UNICEF</b>					
<i>Water supply network system design and construction/rehabilitation</i>					
<i>Rehabilitation and construction of boreholes and wells</i>			300,500.00		
<i>Latrine site assessment and construction</i>					
<i>Sewer system design and construction</i>					
<b>UNHabitat</b>					540,500.00
<i>Network assessment</i>					
<i>Improvements of bulk infrastructure</i>					
<i>Network extension to the slum area (5 km)</i>				160,000.00	
<i>Establishment of ISWMS (with ILO)</i>					
<b>ILO</b>					
<i>Solid waste collectors</i>					
<i>Trainers for the skills component of the project</i>					80,000.00
<i>Project consultants and trainers</i>					
<b>5.Travel</b>					
<b>UNICEF</b>					
<b>UNHabitat</b>					
<i>Missions for Experts in Urban Utility Management and Operations, Slum Upgrading and Community-Based SWM (6 missions)</i>				15,000.00	
<b>ILO</b>					
<i>Missions for experts to carry out training for MCC, LWSC and CBEs on waste management, recycling and composting</i>					10,000.00
<b>6. Transfers and Grants to Counterparts (include details)</b>					

<b>UNICEF</b>						
<i>Community sensitization and mobilization</i>						
<i>Training of CBEs</i>						
<i>Monitoring / certification visits of Gov't partners</i>			111,000.00			
<b>UNHabitat</b>						
<b>ILO</b>						141,000.00
<i>Training of CBEs and youth groups on vocations highlighted in project document</i>						
<i>Community mobilization and sensitization on skills training and solid waste management</i>					30,000.00	
<i>Monitoring visits by government counterparts and other partners</i>						
<b>7. General Operating and other Direct Costs</b>						
<b>UNICEF</b>						
<i>Local travel costs</i>			12,000.00			
<b>UNHabitat</b>						
<i>Local travel costs</i>				12,000.00		36,000.00
<b>ILO</b>						
<i>Local travel costs</i>					12,000.00	
<b>Sub-Total Project Costs</b>			<b>514,200.00</b>	<b>230,000.00</b>	<b>185,574.00</b>	<b>929,774.00</b>
<b>8. Indirect Support Costs*</b>						
			41,136.00	16,100.00	12,990.18	70,226
<b>TOTAL (USD)</b>			<b>555,336.00</b>	<b>246,100.00</b>	<b>198,564.18</b>	<b>1,000,000</b>

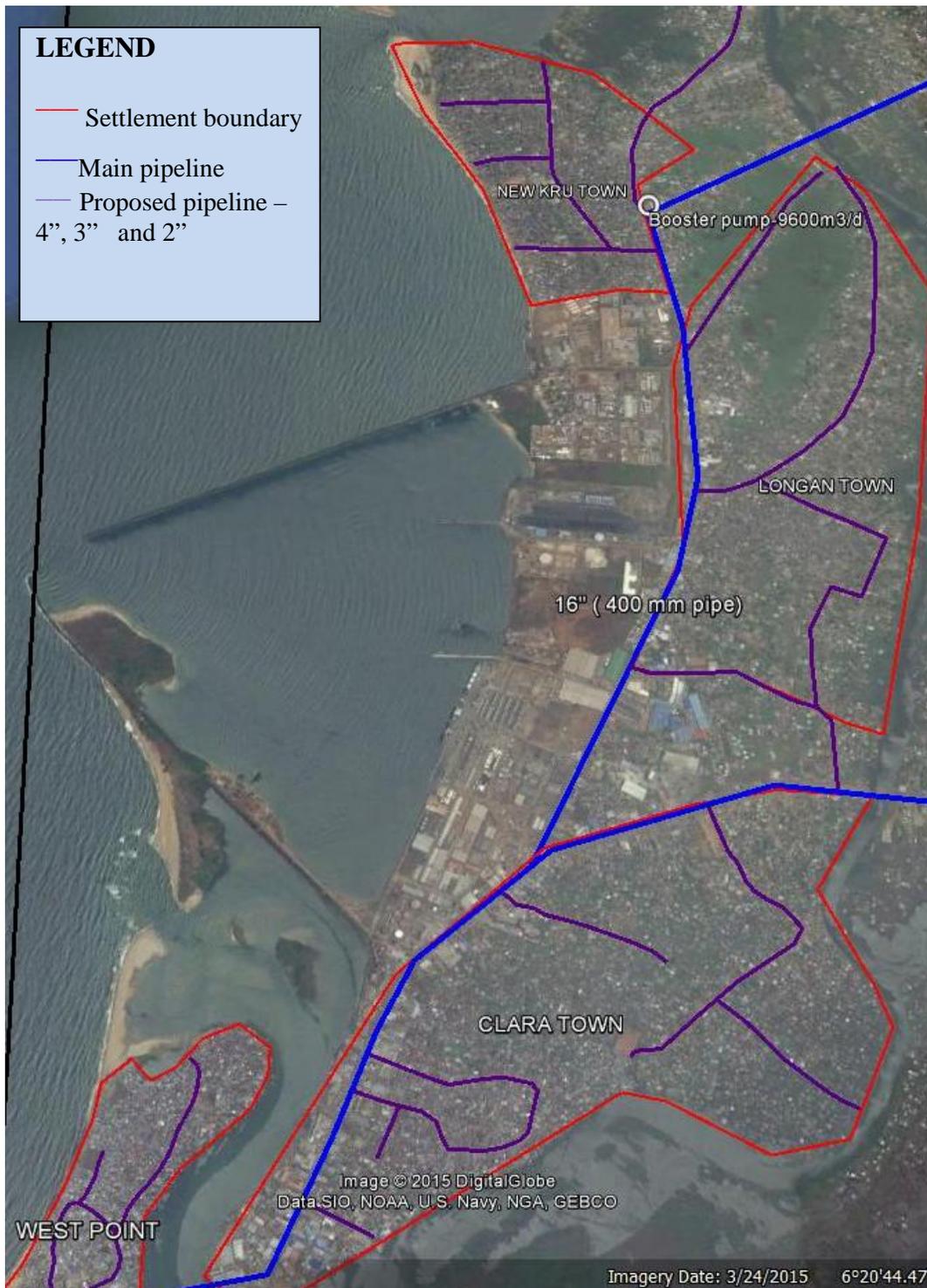
**Appendix III: Map of Monrovia city showing the main pipeline, treatment works and pumping stations**



**Main pipeline network for Monrovia**

*Source: Water, Sanitation & Hygiene (WASH) Sector Performance Report 2013*

**Appendix IV: Map showing the project target area- four slums of Monrovia/ proposed pipeline extensions**



<b>CATEGORIES</b>	<b>UNICEF</b>	<b>UN-Habitat</b>	<b>ILO</b>	<b>TOTAL</b>
1. Staff and other personnel (include details)	23,700	35,000	23,574	82,274
2. Supplies, Commodities, Materials (include details)	67,000	5,000	30,000	102,000
3. Equipment, Vehicles, and Furniture, incl. Depreciation (include details)	0	3,000	0	3,000
4. Contractual services (include details)	305,306	160,000	80,000	545,306
5. Travel (include details)	0	15,000	10,000	25,000
6. Transfers and Grants to Counterparts (include details)	111,000	0	30,000	141,000
7. General Operating and other Direct Costs (include details)	12,000	12,000	12,000	36,000
<b>Sub-Total Project Costs</b>	519,006	230,000	185,574	934,580
8. Indirect Support Costs*	36,330	16,100	12,990	65,421
<b>TOTAL</b>	555,336	246,100	198,564	1,000,000