



GARID
GREATER ACCRA RESILIENT AND
INTEGRATED DEVELOPMENT

GREATER ACCRA RESILIENT AND INTEGRATED DEVELOPMENT
PROJECT (GARID)

TERMS OF REFERENCE

INDIVIDUAL CONSULTANCY SERVICES FOR LOCAL COACHES

TO SUPPORT THE IMPLEMENTATION OF THE SOLID WASTE
MANAGEMENT STRATEGY UNDER THE GREATER ACCRA
RESILIENT AND INTEGRATED DEVELOPMENT PROJECT

(DRAFT)

PROJECT ID-P164330, IDA CREDIT NO. 6410-GH

SEPTEMBER, 2022

a. BACKGROUND

The Greater Accra Resilient and Integrated Development (GARID) Project is a World Bank sponsored project being implemented by the Ministry of Works and Housing (MWH), Ministry of Sanitation and Water Resources (MSWR) and Ministry of Local Government and Rural Development (MLGRD), across 17 Metropolitan and Municipal Assemblies (MMAs) in the Greater Accra Metropolitan Area (GAMA) that fall within the Odaw River Catchment. The Project is expected to be implemented within a six-year duration (2019–2025).

The GARID Project has four (4) components as shown below:

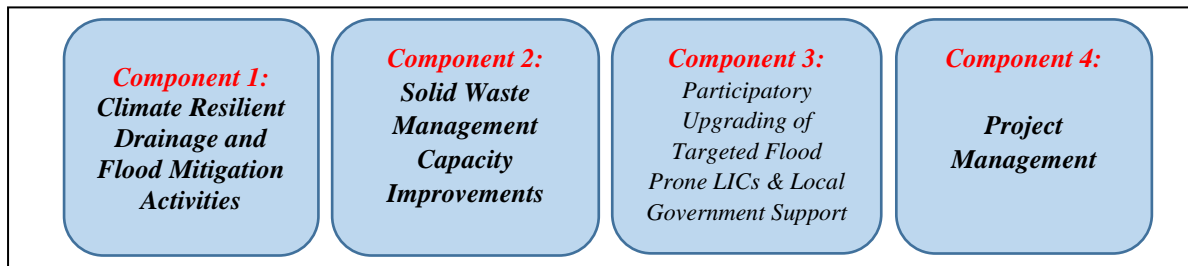


Figure 1: Components of GARID Project

The development objective of the Project is to improve flood risk management and Solid Waste Management (SWM) in the Odaw River Basin of the Greater Accra Region; and to improve access to basic infrastructure and services in the targeted communities within the Odaw River Basin.

This Assignment falls under Component 2 which focuses on SWM Capacity Improvements. Specifically, Component 2 has been designed to reduce the amount of solid waste flowing into the primary Odaw channel. Emphasis is on the reduction of solid waste that ends up in the Ocean, thus, reducing the level of marine litter. The scope of interventions under Component 2 include:

- *Community-based SWM interventions in targeted low-income communities*
- *Implementation of a major outreach program to sensitize and improve public behaviour on SWM and in particular, litter management*
- *Provision of SWM infrastructure including construction of waste transfer stations, capping of old dumpsites, and improvements at final waste disposal sites.*

The Project has developed a comprehensive Solid Waste Management (SWM) Implementation Plan which details out activities required to achieve service improvements in the Odaw catchment, especially in low-income communities. Sanitation teams have been formed in the Project beneficiary MMAs with responsibility of implementation of governance and sensitization activities detailed in the Strategy. There will be the need for dedicated individuals to provide timely and dedicated support to the Sanitation teams. This is especially necessary considering the novel nature of the use of Informal Service Providers (ISP) cooperatives and the perceived capacity gaps in some of the municipalities of the catchment.

In this light, the Project seeks to hire the services of Implementation Coaches to support the Solid Waste Management Expert and GARID Sanitation teams to implement the SWM Plan.

b. OBJECTIVE

The objective of this assignment is to provide day-to-day facilitation support to the seventeen (17) beneficiary Assemblies and SWM Expert in implementation of the SWM plan.

c. PROFILE

We are looking for an experienced candidate with professional experience in team building, community facilitation, coaching and mentoring within the local governance and solid waste management sectors, and who will be comfortable bringing diverse teams together around a common goal. As implementation will involve bringing together actors from different levels or sectors we are looking for a candidate who is comfortable and effective at engaging at different levels. We seek a candidate who has at least the following attributes:

1.1 Skills in Community Facilitation

- 1.1.1 Knowledge of tools to help people master new approaches, and experience with capacity development
- 1.1.2 Strong communication skills meeting executive level and community level information needs
- 1.1.3 Strong computer literacy especially in Word, Excel and PowerPoint
- 1.1.4 Demonstrated capacity to guide communities in
 - 1.1.4.1 identification of community goals,
 - 1.1.4.2 design of community engagement processes,
 - 1.1.4.3 management of community meetings,
 - 1.1.4.4 dispute resolution,
 - 1.1.4.5 trust building,
 - 1.1.4.6 resource mobilisation
 - 1.1.4.7

1.2 Team building skills

- 1.2.1 Demonstrated team building experience in 3 projects involving
 - 1.2.1.1 Assessment of individual strengths and weaknesses, group dynamics and role assignment
 - 1.2.1.2 Assessment of progress in problem solving
 - 1.2.1.3 Adaptations or modification of team goals or objectives
 - 1.2.1.4 Development of support systems for team growth
 - 1.2.1.5 Organisational strengthening

1.3 Coaching and Mentoring

- 1.3.1 Prior experience in 3 projects in performance coaching and/or mentoring with focus on:
 - 1.3.1.1 Design and implementation of alternative learning approaches

- 1.3.1.2 Capacity support and handholding
- 1.3.1.3 Guidance and counselling
- 1.3.1.4

1.4 Professional Experience

- 1.4.1 Minimum of 3 years work experience in Solid Waste Management or Local Governance or Community Development or Cooperatives.
- 1.4.2 First degree qualification in Sociology or Community Development or Planning or Political Science or Civil Engineering, or similar from a recognised University.
- 1.4.3 General knowledge on solid waste management

D. SCOPE OF SERVICES

The Consultant shall work in coordination with MMDAs, MSWR, PCU and other consultants to undertake all activities required for achieving the above objective, consistent with the role of a coach. These will include, but not be limited to, the following:

- ✚ Identify community opinion leaders, gatekeepers & champions
- ✚ Develop structure to support MSW collection interventions.
- ✚ Helping sanitation team leaders and members develop a stronger understanding of the Solid Waste Management strategy, its challenges opportunities of sustainably improving the sanitation situation for the low-income communities.
- ✚ Facilitate the establishment of 30 Sanitation Community Committees
- ✚ Preparing for launch events by orientating stakeholders and sanitation team leaders and identifying pre-launch action items
- ✚ Provide mentoring and coaching support for sanitation committees for MSW collection & Litter Prevention
- ✚ Helping teams develop clear, challenging, and innovative goals and work plans, in a participatory manner
- ✚ Helping the sanitation team leaders plan effective team meetings and facilitating team meetings, at the request of the Team Leader
- ✚ Facilitate the formation of solid waste collection Cooperatives
- ✚ Support training of cooperatives
- ✚ Quarterly monitoring of cleared refuse hotspots
- ✚ Any other activity assigned by the SWM Expert

E. EXPECTED RESULTS

The coaches' performances will be evaluated by PCU in close consultation with the MMDAs.

The Coach will be evaluated against the following performance indicators:

- ✚ Degree of achievement of the teams they are assigned to support. This will include the goal-related results these teams achieve as well as other results that came about because of their work. Validation of the results achieved will be made through an evaluation.
- ✚ The quality of the technical support provided, the quality of the work plans, mid-point review and wrap-up presentations. This will be done through a review of project documents as well as direct observation.
- ✚ The quality of the experience the teams had during the specified period. This will be validated through an evaluation.

- ✚ The quality of the support provided to the SWM Expert and MMDAs. This will be done through feedback from these individuals.
- ✚ Quality of the reports submitted by the coach: in terms of comprehensiveness, clarity, thoughtfulness and especially, timeliness.

F. REPORTING

The Coach will report to the Project Coordinator through the Solid Waste Management Expert.

G. DELIVERABLES

The duration of assignment is one year. The Coach will submit a brief bi-weekly report on or around the 1st and 15th for the first 3 months, and a more comprehensive monthly report at the end of each month. He or she will submit these reports to the PCU. The Coach will also prepare other reports on need basis.

1.5 The bi-weekly report will include the following:

- 1.5.1 Summary and overview of the activities undertaken by the coach over the past two weeks of a reporting period.
- 1.5.2 The plan for supporting teams and others in the two coming weeks
- 1.5.3 Any challenges they may need assistance on
- 1.5.4 Documents that the teams have generated or that have been used by the coach in carrying out the work, included work plans, presentations, meeting notes, etc.

1.6 The monthly report will include the following, in addition to the information in the bi-weekly report:

- 1.6.1 Progress the teams made during the month
- 1.6.2 Challenges the teams encountered, and how these were handled.
- 1.6.3 Key issues and challenges over the next month, and strategy to address these
- 1.6.4 Lessons learned and suggestions to improve the implementation process or support the teams

H. FACILITIES AND DOCUMENTS TO BE PROVIDED BY CLIENT

The MSWR will provide all relevant background documentation/information such as, but not limited to:

- GARID Solid Waste Management Strategy
- GARID PAD