

# **CONTRACT MONITORING TEMPLATE DOCUMENT**



**LIBERIA COUNTRY TEAM  
FOR EFFECTIVE CONTRACT MONITORING**

## INTRODUCTION

The Liberia Country Team (LCT) for Effective Procurement Contract Monitoring is a multi-stakeholders platform comprising of civil society organizations, private businesses and government institutions. The founding members include: Center for Transparency and Accountability in Liberia (CENTAL), Institute for Research and Democratic Development (IREDD), Action for Genuine Democratic Alternative (AGENDA), Liberia Chamber of Commerce (LCC), Public Procurement and Con-

cession Commission PPCC) and the Liberia Extractive Industries Transparency Initiative (LEITI). The LCT received a grant from the World Bank through the International Development Fund (IDF) to monitor Municipal Procurement in the City of Monrovia. The LCT is part of the West African Contract Monitoring Network that includes organization from Ghana, Sierra Leone and Nigeria. The project seeks to achieve the following objectives:

- Increase community access to information about municipal procurement and contracting processes
- Ensure that services delivered commensurate with the value of contracts
- Establish an inclusive and sustainable monitoring framework that improves infrastructure, service and program delivery
- Strengthen the capacity of communities and civil society actors to increase knowledge for strategic participation in municipal initiatives
- Improved relationship between city officials, communities and contractors in the implementation of municipal projects.

## OVERVIEW OF PROJECTS TO BE MONITORED

### IMPAC

The Improved Primary Waste Collection (IMPAC) addresses garbage collection in poor, underserved grassroots urban communities in Monrovia. The Monrovia City Corporation implements the pro-

gram and ensures that community-based enterprises (CBEs) provide primary door-to-door waste collection services. The project seeks to achieve the following objectives::

- Establish community-based enterprises (CBE)
- To provide income-generating opportunities in solid waste collection and disposal in services in Monrovia
- To provide entrepreneurial training and guidance to CBEs
- To equip the community with proper waste management practices and life skills to improve and enhance their livelihood;
- To undertake thrice-weekly collection of primary waste in identified communities;
- To facilitate the implementation of recycling and composting programs; and
- To facilitate the creation of Community Management Teams. becomes renewable based on performance. The Bill and Melinda Gates Foundation funds the IMPAC project.

CBEs take on the responsibility of managing the collection of primary door-to-door waste from households to community collection points. They collect fees from households to defray their costs and make a reasonable profit. The CBE signs a one-year

contract with the MCC, which becomes renewable based on performance. The Bill and Melinda Gates Foundation funds the IMPAC project.

## EMUS

The Emergency Monrovia Urban Sanitation Project or EMUS is also a Monrovia City Corporation Project, which deals with secondary solid waste collection and disposal. Zoomlion Ghana limited and N.C. Sanitors and Services implement the EMUS project. The project provides solid waste management services to waste generators in Monrovia and its environs, and minimizes clandestine or unacceptable disposal of solid waste through the formation of temporary waste dumps. Zoomlion and

N.C. Sanitors separately collect waste in two zones. Zoomlion operates in the South Zone – Fiamah and Central Monrovia; NC Sanitors operates in the North Zone that includes: Clara Town, New Kru Town, Stockton and some areas of Gardnersville. Unlike the CBEs that collect fees from households, the secondary waste collectors are contracted by the MCC and paid from funds provided by the World Bank and other donors.

## TEMPLATE

This monitoring template is intended to provide a detailed performance assessment of municipal contracts awarded by the Monrovia City Corporation under the EMUS and IMPAC projects. EMUS contracts include: Collection of Municipal Solid Waste from the City of Monrovia - Stockton Creek Region, between the Monrovia City Corporation and N.C. Sanitors and Services; Collection of Municipal Solid Waste from the City of Monrovia-Fiamah Region,

between the Monrovia City Corporation and Zoomlion Liberia Limited. IMPAC contracts include: Performance Contract for Community Based Enterprises (CBEs) to provide primary (Door to Door) solid waste collection services in poor communities of Monrovia. Additionally, the template covers the “Operation and Maintenance of the Whein Town Landfill contract between MCC and NBJ INC. Templates covered four key documents stated herein above.

## MONITORING CHECKLIST

The project monitoring is expected to use the following checklist prior to commencement of monitoring:

- Finalized the Monitoring Template
- Request and obtain necessary documents of project to be monitored
- Request and obtain access to project communities
- Monitors are provided a valid identification
- Monitors dressed in project t-shirt

<b>I. IMPAC PROJECT (CBEs) MONITORING</b>			
<b>A. CBE QUALIFICATION</b>			
Service provider Perspective			
Monitoring Points	Yes	No	Detail (indicators of measurement)
Do you have a business registration from the Ministry of Commerce and Industry?			
Do you have an office space in your target community or nearby?			
Did you have a bank balance of US\$300.00 or its equivalent at the time you applied to become CBE?			
Do you have people working or employed by you? If Yes - How many?			
Can you provide the list and contact information of your employees?			
Was the community included in selecting you as CBE?			
<b>B. COMMUNITY PERSPECTIVE</b>			
Monitoring Points			
Do the CBEs have office space in your community or nearby?			
Do they have people from the community employed?			
Was the community involved in selecting them?			
<b>C. CBE JURISDICTION</b>			
Monitoring points	Detail explanation required		
What is the name(s) of the CBEs working in your community?			
What is the operational boundaries of the CBE (s)			
What specific communities is it working in?			
<b>D. SERVICE</b>			
Monitoring points	Detail explanation required		
How many times in a week/day is solid waste collected from your household?			
Does the CBE have any designated waste skip bucket within your community?			

What type of equipment the CBE has to carry on its work?	
Do employees of the CBE wear safety gears in carrying out their operation? If yes, please describe?	
<b>E. COLLECTION AND USE OF FEES BY CBES</b>	
Monitoring Points	Detail explanation required
How much does the CBE charged for collecting waste from your household?	
How was the amount charged decided?	
Was it imposed by the CBE or negotiated with you?	
<b>F. COMPLIANCE WITH LABOUR LAWS, OCCUPATIONAL SAFETY AND LOCAL EMPLOYMENT</b>	
Monitoring points	Detail explanation required
Are you employed by the CBE?	
Are you a resident of the community in which the CBE operates?	
Are you on salary? If yes, how much are you paid?	
How is your payment done? Daily, weekly or monthly?	
What other benefits do you have for working with this CBE?	
Do you wear safety gears while working? Example: gloves, nose-mark, books, etc	
Does the CBE provide you medical first aid kit at work site?	
<b>G. MCC RESPONSIBILITIES</b>	
Monitoring points	Detail explanation required
Is there a Community Management Team in your Community?	
How was it formed?	
How frequent does the CMT meet?	
Did MCC inform you through the CMT about the appointment of the CBE in your community?	

Has MCC designated waste disposal location or skips buckets to be used by the CBEs and community members?			
How far are the designated locations or skip buckets?			
Were you ever trained by the MCC?			
H. DOCUMENTATION AND REPORTING (FOR THE CBE)			
Monitoring points	Detail explanation required		
How often do you report to the MCC?			
Please provide the following information			
List of your equipment. i.e tools, safety gear and other materials			
List of workers, detailed by age, gender and record of wages paid or benefits extended them			
List of client by service level			
Indicators of amount and type of waste collected and deposited daily			
I. MONITORING AND SUPERVISION CBES			
Monitoring points	Detail explanation required		
How often does MCC carry on performance checks on your work?			
Are there any independent researcher appointed by MCC to carry on spots checks on your work?			
How often has MCC consulted the following personalities about the performance of the CBE's work?			
Community Management Team			
Township Commissioner			
Tribal Chiefs & Governors			
Opinion Leaders			
How often does the MCC convene a CBE feedback sharing meeting?			
Who are required to attend such meeting?			
What are the issues regularly discussed at these meetings?			
J. CONTRACT TENURE			
What is the beginning date of your contract?			

What is the ending date of your contract?	
What are the conditions of renewal?	
Has your contract been renewed?	
<b>K. DISPUTE RESOLUTION</b>	
Has there been any dispute between the CBE and Community?	
How are such disputes settled?	
Has there been any dispute between the CBE and MCC?	
How are such disputes settled?	
<b>II. EMUS PROJECT MONITORING</b>	
<b>A. GENERAL INFORMATION</b>	
Monitoring point	Detail explanation required
Name of contractor	
Project boundaries	
Starting date	
Ending date	
Project cost	
<b>B. COLLECTION OF WASTE</b>	
Monitoring points	Detail explanation required
What is the defined area of solid waste collection of the contractor?	
How often does the contractor clean the streets within its defined area?	
What equipment does the contractor use to collect solid waste from within the designated area?	
<b>C. WORKING HOURS</b>	
Monitoring points	Detail explanation required
When (between what time period) does the contractor carry on the following:	
a. Waste collection	
b. Waste transfer action	
c. Landfill operations	
How long (number of days) does the contractor work during a week's time?	

D. COLLECTION VEHICLES AND EQUIPMENTS			
Monitoring points	Detail explanation required		
Are the vehicles used by the contractor in collecting waste in good condition?			
Does the contractor vehicle have broom and shovels at all times?			
E. CLEARING AREAS, STREET SWEEPING AND GENERAL CLEARANCE OF LITTER			
Monitoring points	Detail explanation required		
What is the contractor area level of cleanliness?			
How often or frequent does the contractor collect dirt from your environment?			
F. PUBLIC CONVENIENCE			
Monitoring points	Detail explanation required		
Do the activities of the contractor restrict your access to your own properties?			
Do the activities of the contractor restrict free flow of traffic?			
Does the contractor violate traffic regulation?			
Does the contractor confine oversized vehicles in public areas?			
G. PROTECTION OF THE ENVIRONMENT			
Monitoring points	Detail explanation required		
Do you have Environmental Management Plan?			
How familiar are you with the EIP-SC?			
Does the contractor timely remove the full waste container from designated area?			
Does the contractor immediately replace full container after removing the waste?			
Has the removal of full container caused any damage to the area?			
Has the contractor damaged any container while removing waste?			
If yes, how was this damage resolved?			



Has there been any instance where waste got burn while in the container?	
If yes, who and how was the fire extinguished?	
Has there been any instance where burning waste were transported or disposed at the disposal site?	
Do the contractor trucks transporting waste always cover with tarpaulin?	
Has there been instance where waste spill from transporting trucks?	
How does the contractor react to such spillage?	
H. PERFORMANCE MONITORING	
Monitoring points	Detail explanation required
What is your total collection target per month?	
How much have you completed so far?	
Why were you unable to meet up with your target?	
How can you describe the level of cleanliness of your community?	
How frequent does the contractor collect waste from the community?	
How do you complain a non-performing contractor?	
Is there a public liaison officer appointed by the MCC through whom you channel your complaint?	
I. OPERATING AND MAINTAINING OF THE WASTE TRANSFER STATION	
Monitoring Points	Detail explanation required
What types of waste do you handle at this transfer station?	
What is the source of the waste-its originating region?	
J. SITE FACILITIES	
Monitoring Points	Detail explanation required
Do you have a permanent building for the storage of waste?	
Does the building have a gate control office?	

Does it have a weighbridge office?			
Who controls and maintains the weighbridge office?			
Who are the personnel responsible for the control of this building?			
What is the mechanism for access control to the building?			
Is there a security personnel deployed at the building?			
Is there a water tank and booster pump at the facility?			
Is the water tank always filled?			
Is the booster pump in proper condition?			
Who pays for the water supplied to this facility?			
How issues such as are: dust control, irrigation, vehicle and container are controlled at the facility?			
Is there electricity supply at the facility?			
Do you house any of your employees in this facility?			
Is the building well fenced and paved?			
Is the gate always locked after working hours?			
Are the containers always in good condition?			
Who operates the plant (building and equipment)?			
What is the qualification of the plant operator?			
K. OPERATION AND MAINTENANCE OF TRANSFER STATION			
Monitoring points	Detail explanation required		
Who is allowed to bring waste to this site?			
Are there instance where wastes are stored overnight?			
What is the operating time of the site?			
How often does the contractor hold meeting with the community and MCC?			
Is the surrounding of the site always clean and neat?			
How well does the contractor maintain the roads leading to this site?			
How often does the contractor grad pot-holes on the role that leads to this site?			
L. SAFETY AND HEALTH			
Monitoring points	Detail explanation required		
What safety measures are put in place by the contractor?			

M. FROM TRANSFER STATION TO LANDFILL			
Monitoring points		Detail explanation required	
How frequent does the contractor remove waste from the transfer station?			
How many staffs are employed to remove waste from the transfer station?			
Are the staffs always uniformed while on duty?			
Are there safety gears for staffs: eg: protective shoes, nose hoses and gloves, while working?			
Are there adequate sweepers and drain cleaners provided for staffs to facilitate their work?			
What is the qualification in terms of age, education, etc of staffs?			
Has there been any instance where your property got damage by the contractor while working?			
If yes, how was that resolved?			
How noisy is the contractor operation?			
B. MAINTENANCE AND OPERATION OF WHEIN TOWN SANITARY LANDFILL			
Monitoring points		Detail explanation required	
What types of waste does the contractor allow at this landfill			
Are there instances where waste with liquids and sludge allowed to be disposed here?			
What are the working hours of the contractor?			
Is there a gatekeeper at these premises?			
What are the gate control mechanisms here?			
Is there a full time site supervisor?			
If yes, what is his name and address?			
Is the site supervisor contactable at all times by the community members?			
Do the contractor and MCC have regular monthly meetings with the community?			
How accessible is this site to the Community Management Committee during inspection?			
Is there adequate number of containers to handle all waste from the public?			
Are public disposal facilities always kept cleaned?			
Is the road leading to Whein town landfill properly maintained by the contractor?			
How can you describe the odour from the landfill?			
Does the contractor constantly dust the premise by means of watering?			
Has there been instance where open fire or the burning of waste was allowed on the premise?			
Are trucks bringing waste always closed?			

**CERTIFICATION**

I \_\_\_\_\_ (printed name of the contract monitor),  
certified that, to the best of my knowledge, the above information is an accurate account of the MCC's primary  
and secondary solid waste collection, transfer and landfill contracts in general.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date