

**PROJECT DESCRIPTION**  
**Libra Sanitation Waste Management and Garbage Disposal**

**I. Introduction**

This appendix describes the activities to be undertaken and the results to be achieved with the funds obligated under this Agreement. Nothing in this Appendix A shall be construed as amending any of the definitions, conditions, or terms of the Agreement.

**II. Background**

Libra Sanitation is a limited liability company established on May 16, 2004 for the sole purpose of collection and disposal of garbage and other waste within Monrovia and its environs. Its primary client base includes UN agencies, embassies, a large number of international NGOs, and corporate, government and residential customers. Its main focus has been on private-sector garbage collection.

With a growing number of middle class returnees, new businesses and investors in the country, the business opportunity is substantial. Moreover, the lack of capacity, inadequate funding and poor organization at the Monrovia City Corporation and central government to effectively address the sanitation problem presents a prime opportunity for Libra to expand its business. However, in order to exploit this opportunity, Libra needs to acquire more equipment, hire more personnel, and improve its management and marketing capabilities.

**III. Funding**

**A. USADF Contribution**

The financial plan for USADF's contribution is set forth in Appendix A-1 to this Agreement. The Parties may make changes to the financial plan without formal amendment, if such changes are made in accordance with Article 7 of the Agreement and do not cause USADF's contribution to exceed the obligated amount specified in Article 4, section 4.1 of the Agreement.

**B. Client Contribution**

Libra Sanitation will contribute the time and labor of its management team and employees to the Project. In addition, Libra will provide worker sanitation supplies and protective clothing, computer software and internet connectivity technology (ICT) training, rent of parking space for

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equipment, office expenses, and publicity and advertising costs valued at approximately US\$ 25,400.

### IV. Project Goal

The goal of the project is to improve living standards and sanitation conditions in Monrovia and surrounding areas.

### V. Project Purpose

The purpose of the project is to increase Libra's income and the income of its employees. The following indicators will be used to track the achievement of this purpose:

- A. Libra's earnings before depreciation and taxes will grow from a loss of US\$ 77,725 in 2007 to a gain of US\$ 166,906 in 2008; US\$ 146,627 in 2009; US\$ 168,129 in 2010; US\$ 193,694 in 2011; and US\$ 199,505 in 2012.
- B. Total employees' income will grow from US\$ 67,000 in 2007 to US\$ 135,109 in 2008; US\$ 168,645 in 2009; US\$ 189,204 in 2010; US\$ 211,974 in 2011; and US\$ 237,234 in 2012.

### VI. Project Outputs

Libra will expand its business and increase its revenues through improved service and management capacity as measured by the following.

- A. Sales will increase due to additional contracts and increased geographical coverage from US\$ 269,983 in 2007 to US\$ 419,000 in 2008; US\$ 388,000 in 2009; US\$ 441,000 in 2010; US\$ 506,000 in 2011; and US\$ 522,000 in 2012.
- B. The number of Libra's employees will increase from 29 in 2007 to 48 in 2008 and 55 in 2012.
- C. Libra's management capacity will improve as indicated by:
  - a functional Board of Directors including credible and independent directors providing business perspectives to the overall management of Libra; and
  - a software-based financial management system providing timely business reporting and projections.

**VII. Major Activities to be Financed under the Agreement**

**A. Capacity building**

Libra will engage specialized consultants in order to:

- hire and train new financial and marketing managers with relevant qualifications and experience to meet the demands that will be placed on the company by the expanding operation;
- identify new board members with relevant experience and market knowledge and provide Board training to enable them to better discharge their functions;
- define and implement new financial controls and operating procedures; and
- install and implement a new software-based accounting system.

The consultants will provide business management training to all Libra senior managers to improve their skills in principles of financial management, marketing, basic accounting and operations management, and business planning and development. Specialized training in financial management and accounting will be provided to the existing Comptroller and the new Finance Manager, to whom the former will report. Investment funds will be provided to purchase computer equipment to process Libra's management information electronically. Libra will purchase financial management software and hire a local management consulting firm to provide ICT training to its staff.

**B. Development of an enhanced market study and service strategy**

Libra will hire a local management consulting firm to work with the Marketing Manager to:

- conduct a comprehensive analysis of waste management market demand in Liberia (both donor funded and local demand) with specific segmentation of low-income, donor-supported demand versus high-end corporate and individual demand;
- conduct a comparative analysis of the type of field sales and service force mix required to address the identified market demand;
- develop a short- and long-term product, marketing, and capital investment plan that defines the set of services and field staff that provide the greatest revenue/profit potential as the marketplace evolves; and
- design and conduct training of the sales force to implement the new marketing strategy.

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### C. Investment in new equipment and supplies

Libra will enhance its capital base by:

- soliciting bids for and purchasing three trucks and one front-end loader;
- procuring office equipment and a 5 kVa generator to ensure efficient administrative operations;
- establishing a reliable and routine maintenance system for its vehicles and equipment ; and
- purchasing safety supplies and implementing preventive safety procedures for its employees.

### D. Implementation of a field-based services strategy

Libra will create a local field services capability by:

- purchasing two (2) supervisory field operations vehicles;
- hiring new field and operational staff;
- implementing commission-based marketing with its new field staff; and
- promoting its image and services by employing multi-media such as billboards.

## VIII. Roles and Responsibilities of the Parties

The staff and elected leadership of Libra are responsible for the management and the proper implementation of the Project. The USADF Partner in Liberia will provide Libra with technical and management assistance during the implementation of the Investment.

## IX. Monitoring and Evaluation

Within sixty days of the effective date of this Agreement, Libra will form a monitoring and assessment committee composed of a representative cross-section of its organization. The committee will develop a Project monitoring plan. In addition, during implementation, the committee will have responsibility for ensuring that the Project follows the implementation plan, and that problems identified through monitoring and evaluation are properly addressed in a timely manner.

## X. Other Implementation Issues

Libra will undertake efforts to increase public awareness of responsible management practices.

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