

Technical Assistance

TAR: RMI 32566

Technical Assistance to the Republic of the Marshall Islands for Increasing Ownership of and Effective Demand for Improved Urban Waste Management (Financed by the Poverty Reduction Cooperation Fund)

September 2005

Asian Development Bank

CURRENCY EQUIVALENTS

The United States dollar (\$) is the unit of currency in the Republic of the Marshall Islands.

ABBREVIATIONS

ADB	–	Asian Development Bank
EPPSO	–	Economic, Policy Planning, and Statistical Office
MALGOV	–	Majuro Atoll Government
MISWMA	–	Marshall Islands Solid Waste Management Authority
MIVA	–	Marshall Islands Visitor's Authority
MPW	–	Ministry of Public Works
OEPPC	–	Office of Environmental Policy and Planning Coordination
PPTA	–	project preparatory technical assistance
RMI	–	Republic of the Marshall Islands
RMIEPA	–	Republic of Marshall Islands Environmental Protection Authority
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	Targeted intervention
Sector	–	Water supply, sanitation and waste management
Subsector	–	Waste management
Themes	–	Sustainable economic growth, environmental sustainability
Subthemes	–	Developing urban areas, urban environment improvement

NOTE

In this report, "\$" refers to US dollars.

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I. INTRODUCTION

1. Technical assistance (TA) to increase ownership of and effective demand for improved waste management in the Republic of the Marshall Islands (RMI) will help determine the viability of a proposed loan to improve management and disposal of urban solid waste. The TA will be financed by the Poverty Reduction Cooperation Fund. Country consultation missions in 2004 and 2005 recommended the inclusion of the proposed TA grant in ADB's program¹ and it was included in the Asian Development Bank (ADB) nonlending program for the RMI in 2005.² ADB and the Government have reached an understanding on the objectives, scope, and implementation of the TA.

II. ISSUES

2. Urban waste management poses serious human, environmental, and economic challenges, especially for an atoll environment. The lack of ownership of and effective demand for the disposal and management of solid waste on the increasingly urbanized atolls of the RMI is degrading the natural environment, poisoning scarce groundwater resources and fragile island environments, creating health hazards, and eroding subsistence and formal economies (including fisheries and tourism). No sustainable solution has so far been established for urban waste management in the RMI. The poorest of the poor, who do not have land titles, are most affected. The problem is becoming severe as 70% of RMI's population now lives on the two urban atolls of Ebeye and Majuro. Most of these people originate from the outer islands, having been permitted to build houses and to establish residence by land owners (the *irioj*) and land managers (the *alap*). The land owners tend not to help with any improvements to tenanted lands, yet most residents do not consider waste disposal to be their responsibility, but rather the concern of the few land owners and land managers.

3. Urban solid waste in RMI is mostly generated from residential and commercial sources, and municipal services such as street cleaning. The current practice on Majuro is that all waste is dumped into 15 cubic yard or 20 cubic yard garbage bins provided at several locations by the Majuro Atoll Government (MALGOV). The outcome of a waste stream survey at Jenrok village in Majuro³ estimated current waste production at 1.06 pounds (lb)/person/day, or around 2 tons/day (720 tons/year) for the village, which has a population of about 1,800. According to the survey, half of the waste materials were organic matter, with the rest mostly diapers, plastics, cardboard boxes, aluminum cans, tin cans, fabric, glass, and foam. The urban solid waste in Majuro is currently disposed of in a landfill on reclaimed land. However, the retaining wall of the disposal site has been broken by waves and there is now a risk of coastal pollution. There is no organized waste recycling program. A report of the Office of Environmental Policy and Planning Coordination under the Office of the President (OEPPC) suggests that an integrated solid waste collection and disposal system, including composting, recycling, and incineration of waste materials should be established to minimize the waste that goes to the disposal site, thereby extending the life of the site.

4. Currently, four agencies are involved in urban waste management on Majuro: MALGOV for the collection of solid waste; the Ministry of Public Works (MPW) for the construction,

¹ The TA first appeared in *ADB Business Opportunities* (internet edition) on 14 October 2004.

² The TA concept paper was approved by the Vice President (Operations 2), on 7 June 2005.

³ The waste stream survey was undertaken by the Office of Environmental Policy and Planning Coordination (EPPC), under the International Water Program (IWP), funded by Global Environmental Facility and the United Nations Development Programme (UNDP), and managed by South Pacific Regional Environmental Programme in partnership with OEPPC.

maintenance and management of the disposal site; the RMI Environment Protection Authority (RMIEPA) for monitoring the discharge of waste at the dumpsite; and the Marshall Islands Visitor's Authority (MIVA) for public awareness raising. The overall management of urban solid waste is inefficient, and coordination needs much strengthening. In addition to the four agencies, there are other stakeholders concerned with solid waste management in RMI, including communities, businesses, traditional leaders, and landowners. Solid waste has been a perennial problem, and the government recognizes the need to strengthen the coordination of solid waste management. Therefore, the Cabinet approved the formation of a Solid Waste Task Force on 20 December 2004, replacing the informal Solid Waste Committee. The task force is co-chaired by the mayor of MALGOV and the chief secretary. Its other members consist of the secretary of public works; the directors of the economic, policy planning, and statistical office (EPPSO), RMIEPA, and MIVA; the commissioner of public safety; and a representative of the Majuro Chamber of Commerce. The task force meets regularly. A bill was introduced in 2004 to establish a single authority, the Marshall Islands Solid Waste Management Authority (MISWMA), but passage of the bill was suspended.

5. Urban waste management in RMI has been top-down and supply-driven, with agencies providing overall support facilities. It is also highly subsidized, but little attention has been paid to public awareness, ownership of, and demand for continued and sustainable waste management. During the preparations for ADB's country strategy and program updates (CSPUs) for 2003 to 2004, it was agreed that improved urban waste management should be the top priority for future ADB lending. An ADB loan can provide the finance, technology, and training for a further supply-driven solution to urban waste disposal, but the project will not be sustainable if there is no solid ownership of or effective demand for a waste management system. Participatory processes will help to establish ownership and demand and also help direct the design of the proposed ADB-financed project preparatory TA (PPTA). The TA discussed in this paper will support a series of informed and facilitated participatory planning exercises that will bring all relevant stakeholders (households and businesses that generate waste, agencies responsible for waste management, and people who are affected) to discuss the current status and trends, principles and issues, and to design solutions to improve urban waste management, for subsequent funding by ADB or other donors and the Government.

6. Addressing environmental problems and their impact on living conditions and public health standards, particularly for the urban poor, is a priority in ADB's country strategy and program for RMI. This TA will involve all stakeholders in creating effective demand and institutional support for better urban waste management. Participatory processes are now an integral feature of ADB's program in RMI, and there is political support for community participation in government affairs. Government initiatives that have been directed at tackling solid waste problems, such as establishing SWTF and drafting the bill to establish MISWMA, show the government's commitment to addressing solid waste management, and this TA is considered a high government priority.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

7. The ultimate outcome of the TA will be sustainable urban waste management and environmental improvement in RMI. The TA will (i) promote public awareness and ownership of urban waste management through extensive informed participatory planning processes, (ii) improve institutional arrangements for urban waste management, and (iii) design a sustainable solution to urban waste management. It will lead to a community-designed and

community-owned waste management system established by the Government and assisted by ADB and/or other international financial institutions.

8. The key TA outcomes will be (i) greater community awareness of urban waste management through educational materials, including videos, radio programs, drama, and articles; (ii) more participation by communities, nongovernment organizations (NGOs), government agencies, and other stakeholders in urban waste management; (iii) a stronger institutional framework for urban waste management; (iv) stakeholder recommendations and community design of urban waste management; (v) pilot activities to test the participatory approach to establishing an urban waste management system; and (vi) recommendations for the proposed PPTA on urban waste management in RMI. The TA design and monitoring framework is in Appendix 1.

B. Methodology and Key Activities

9. The TA scope and key activities will include community awareness activities and extensive consultation with stakeholders on formulating the urban waste management system. A detailed methodology will be provided to the consultants. Key activities will include:

- (i) undertaking extensive stakeholder consultations on the TA objectives and program, assessing the current involvement of women in community-based decision-making processes and structures for urban waste management, and introducing best practices of information dissemination to establish a sustainable urban waste management system;
- (ii) assessing the institutional framework for solid waste management (analyzing current institutions, and assessing whether new institution(s) should be formed or existing institutions reformed), and reviewing relationships between central government, municipal government, and civil society;
- (iii) strengthening local capacities for continued participation in improved environmental management and delivery of other public services;
- (iv) initiating design of an urban waste management system (characterized by its gender-inclusiveness and responsiveness, and by private sector participation) and further institutional development in support of improved urban waste management (the design will feed into the forthcoming PPTA on urban waste management); and
- (v) providing guidance for the replication of best practices from the pilot case study to other areas outside Majuro, and RMI municipalities.

C. Cost and Financing

10. The cost of the TA is estimated at \$375,000 equivalent, with a foreign exchange cost of \$197,000 and a local currency cost of \$178,000 equivalent. ADB will provide \$300,000 equivalent to finance the foreign exchange cost (\$197,000) and \$103,000 of the local currency cost. The TA will be financed on a grant basis by the Poverty Reduction Cooperation Fund,⁴ and administered by ADB. The Government will contribute \$75,000 equivalent through the provision of counterpart staff, office space, administrative services, and data. Cost estimates and the financing plan are in Appendix 2.

⁴ The TA was endorsed by Poverty Reduction Cooperation Fund on 25 May 2005.

D. Implementation Arrangements

11. The Executing Agency (EA) for the TA will be MALGOV, in coordination with the MPW, RMIEPA, and MIVA. The Government has assured ADB that suitably qualified counterpart staff will be assigned to the TA, and that it will provide secretarial and administrative support, and adequate office space. A TA steering committee will be established to provide multisectoral guidance during TA implementation.⁵ The steering committee will meet to discuss the implementation plan, midterm report, draft final report, and other issues that arise during TA implementation. Stakeholders will be actively involved in the TA through individual contacts and stakeholder workshops during TA implementation. Terms of reference for the consultants and the proposed work schedule are in Appendix 3.

12. The TA will be implemented over a period of 8 months, beginning in October 2005, with completion expected in May 2006. The TA will finance the services of one participatory planning processes specialist with knowledge of environmental management (5 person-months), and one urban waste management specialist (1 person-month). A domestic consultant with expertise in community development and knowledge of environmental management will help the international consultant in overall implementation of the TA (7 person-months). An independent domestic consultant will be engaged intermittently during TA implementation to independently monitor the activities and TA progress (total 1.6 person-months). ADB will recruit the individual consultants in accordance with ADB's *Guidelines on the Use of Consultants*, and other arrangements satisfactory to ADB for the recruitment of domestic consultants. Equipment will be procured under arrangements satisfactory to ADB.⁶ The consultants will submit five copies of all reports to ADB and MALGOV.

IV. THE PRESIDENT'S DECISION

13. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$300,000 to the Government of the Marshall Islands to be financed on a grant basis by the Poverty Reduction Cooperation Fund for Increasing Ownership of and Effective Demand for Improved Urban Waste Management, and hereby reports this action to the Board.

⁵ The steering committee representing key stakeholders will be established during the inception phase of the TA.

⁶ The consultants will assist in the procurement of the equipment with prior concurrence from ADB. The equipment will be transferred to the Government after completion of the technical assistance.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Source/Reporting Mechanisms	Assumptions and Risks
<p>Impact Increased ownership and effective demand for improved urban waste management.</p>	<p>Increased involvement of relevant stakeholders in urban waste management through their participation in waste collection and payment for disposal evident by May 2006.</p>	<p>Report and minutes of meetings of the Government's Solid Waste Task Force (SWTF).</p>	
<p>Outcome Create effective demand and institutional support for better urban waste management:</p> <ul style="list-style-type: none"> • enhanced community awareness and capacity for participatory process; • improved institutional arrangements. 	<p>Increased community involvement in urban waste management by May 2006.</p> <p>Relevant stakeholders recommend the means to improved urban waste management and its institutional arrangements by May 2006.</p>	<p>Report and minutes of meetings of the SWTF, project reports, consultants' progress reports, report of independent domestic consultant, and Asian Development Bank (ADB) review missions.</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • The government and the traditional hierarchy systems support the participatory processes. • All relevant stakeholders actively participate in the exercise and the facilitated discussions can lead to better understanding of the need for participation. • All participants support the new mechanisms.
<p>Outputs</p> <p>(i) Guidelines on participatory processes in formulation of urban waste management.</p> <p>(ii) Pilot activities to demonstrate the participatory approach to establish urban waste management system.</p> <p>(iii) Stakeholder design of urban waste management systems and pilot institution that will strengthen ownership and demand for improved urban waste management.</p> <p>(iv) Educational materials (videos, radio programs, drama, articles) to enhance community</p>	<p>Production of the guidelines by December 2005.</p> <p>Pilot activities established in suitable village(s) and able to reflect an urban waste management system.</p> <p>A recommendation on urban waste management systems and pilot institutional framework for urban waste management by May 2006.</p> <p>The production of media material by December 2005.</p>	<p>Project reports, consultants' progress reports (inception, midterm, and final), report of independent domestic consultant, facilitator reports, and ADB review missions.</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Republic of the Marshall Islands (RMI) domestic media production can produce material that will support intended output of the exercise. • Marshallese society supports participatory processes, hence there is active participation of all stakeholders in the technical assistance (TA) implementation, including the pilot activities, and in designing the urban waste management system.

Design Summary	Performance Targets/Indicators	Data Source/Reporting Mechanisms	Assumptions and Risks
<p>awareness of urban waste management.</p> <p>(v) Recommendations for the proposed project preparatory technical assistance (PPTA) on urban waste management in RMI.</p> <p>(vi) Capacity of Majuro Atoll Municipality, Ministry of Public Works, and other related agencies to use participatory processes strengthened.</p> <p>(vii) Presentation of the overall results to the leadership of the RMI.</p>	<p>Recommendations for the proposed PPTA by May 2006.</p> <p>On the job training of civil servants and nongovernment organization personnel by May 2006.</p> <p>Presentation to Cabinet by May 2006.</p>	<p>Cabinet Memo.</p>	<p>Cabinet endorses the process and findings as important.</p>
<p>Activities with Milestones</p> <p>(i) Prepare videos, radio programs, drama, articles that can be best understood by the community that describe the urban waste management and the rights and responsibilities of civil society vis-à-vis delivery of the services, by December 2005.</p> <p>(ii) Organize a series of facilitated meetings involving stakeholders; review the vision, status, trends, and means to improve urban waste management; prepare guidelines on participatory process; establish pilot activities by December 2005.</p> <p>(iii) Arrange discussions on and determination of design of urban waste management systems and new institutional arrangements to sustain ongoing waste monitoring, by May 2006.</p> <p>(iv) The design of further project in support of waste management and disposal, and institutional strengthening of the executing agency and other related institutions by May 2006.</p> <p>(v) Consultants' reports: Inception (November 2005), midterm (January 2006), draft final (May 2006), and final report (May 2006)</p> <p>(vi) Independent reports on the entire exercise by an independent domestic consultant (December 2006, March 2006, and May 2006).</p>			<p>Inputs</p> <p>ADB funding (from the Poverty Reduction Cooperation Fund) at \$300,000 to finance, 5 person-months of participatory planning processes specialist/team leader; 1 person-month of waste management specialist; 7 person-months of local social development analyst; and 1.6 person-month of independent monitoring; training workshop/seminars; pilot activities; equipment, etc.</p>

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
A. Poverty Reduction Cooperation Fund			
Financing^a			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	132.0	0.0	132.0
ii. Domestic Consultants	0.0	35.0	35.0
b. International and Local Travel	25.0	0.0	25.0
c. Independent Monitoring	0.0	8.0	8.0
d. Reports and Communications	10.0	0.0	10.0
2. Equipment	0.0	5.0	5.0
3. Pilot Activities (Case Studies)	0.0	20.0	20.0
4. Training, Seminars, and Workshop			
a. Facilitators	0.0	8.0	8.0
b. Training Program	0.0	5.0	5.0
c. Workshops' Costs	0.0	10.0	10.0
5. Miscellaneous Administration and Support Costs	0.0	2.0	2.0
6. Contingencies	30.0	10.0	40.0
Subtotal (A)	197.0	103.0	300.0
B. Government Financing			
1. Office Accommodation and Transport	0.0	20.0	20.0
2. Remuneration and Per Diem of Counterpart Staff	0.0	46.0	46.0
3. Others	0.0	9.0	9.0
Subtotal (B)	0.0	75.0	75.0
Total	197.0	178.0	375.0

^a Administered by the Asian Development Bank.
Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Terms of Reference for the Consultants

1. The consultants shall ensure that all works and outputs under the technical assistance (TA) are fully compliant with all relevant Asian Development Bank (ADB) policies and guidelines.
2. The consultants will be responsible for submitting the following reports.
 - (i) The inception report will be submitted at the end of first month of TA implementation, and will cover mobilization of consultants, a detailed work plan, a preliminary outcome of the work, and the future direction of the TA. A tripartite meeting will be held to discuss the inception report.
 - (ii) The midterm report will be submitted at the end of the third month, and will cover the work during the first half of the TA period, particularly stakeholders' consultations on the TA program, education materials, guidelines on participatory process, stakeholders' preliminary recommendations on institution frameworks and urban waste management systems, and establish pilot activities. The consultants will leave behind a work program to be implemented by the Majuro Atoll Government (MALGOV), to be assisted by the domestic consultant, prior to their second stage inputs.
 - (iii) The draft final report will be submitted in the first week of the final month, and will cover the overall work achieved by the TA. A tripartite review meeting will be held to discuss the report at the end of that month.
 - (iv) The final report will be submitted within three weeks after the final tripartite review and will incorporate comments from the Government and ADB.
3. Detailed methodologies and steps in TA implementation will be provided to the consultants. Their work should include, but not be limited to, the following.
4. **Participatory Planning Processes Specialist/Team Leader** (international, 5 person-months on an intermittent basis). The consultant will do the following:
 - (i) Review the overall experience with community-based development and participation initiatives in RMI, familiarize him or herself with the culture, land, social groupings, and communities, conduct a needs assessment, prepare the overall project framework, including identifying and developing stakeholder participatory processes for urban waste management.
 - (ii) Assess the current involvement of women in community-based decision-making processes and structures for urban waste management, map the women's nongovernment organizations (NGOs) and community-based organizations (CBOs) involved and determine whether they have the potential to expand their involvement in urban waste management, identify how women can be more involved as beneficiaries and decision makers in community-based urban waste management.

- (iii) Analyze (a) roles, responsibilities, and resources of different levels of government in providing the required urban waste management services, particularly MALGOV, Ministry of Public Works (MPW), and Republic of Marshall Islands Environmental Protection Authority (RMIEPA); (b) mechanisms and processes used to provide services to urban waste management, and help identify barriers and opportunities to improve urban waste management, and how to improve performance; and (c) efforts to strengthen urban waste management in RMI, including the Solid Waste Management Bill (2004), and the role, function, effectiveness, and program of the Solid Waste Task Force; and (d) the role and responsibilities of all other actors, including households, NGOs, civil society organizations, the private sector, and others in urban waste management.
- (iv) In consultation with MALGOV, develop a mechanism to fully integrate civil society and other stakeholders' representatives as key players in the process, prepare participatory consultations, workshops, and seminars, and coordinate with NGOs and other key stakeholders to provide feedback for the TA program.
- (v) Lead the consulting team and the technical staff from MALGOV, MPW, and RMIEPA, and other key stakeholders in a discussion of the overall project framework, prepare detailed overall plans for implementing the TA, organize the required data and literature, and ensure that the project has a strong pro-poor orientation and focuses primarily on community demands for proper urban waste management.
- (vi) Prepare comprehensive awareness raising, and an information program to enhance community awareness and understanding of the environmental and health impacts of improper waste disposal, including videos, radio programs, drama, and articles to be disseminated through workshop and seminars and other media;
- (vii) Prepare guidelines on participatory process in the formulation of urban waste management involving communities, NGOs, government agencies concerned, and other stakeholders;
- (viii) Address behavioral change (through changing values, attitudes, motivations and practices of individuals, communities, the private sector, and government), facilitate such change through an advocacy plan with (a) active participation of the communities concerned, (b) responsiveness toward the need for better solid waste management, (c) involvement of all stakeholders from community level up to the local and national government, (d) a comprehensive approach that includes physical and nonphysical issues and concerns, and (e) a multidisciplinary approach that combines traditional and modern approaches.
- (ix) Organize consultation workshops involving stakeholders to conceptualize the waste management system through participatory processes leading to the design of community-owned urban waste management systems in the urban centers of RMI, and recommend an institutional framework for urban waste management and subsequently provide inputs to the forthcoming project preparatory technical assistance on urban waste management under the recently approved CSPU

2005–2006¹ for RMI for possible financing by the Government, ADB, and other development partners.

- (x) Undertake training workshops for key stakeholders to strengthen local capacities for continued participation in improved environmental management, particularly on waste management systems and related service delivery.
- (xi) Establish baseline/benchmark data and information and indicators for (a) future monitoring of project implementation and to assess the success rate (including a pre-project and post-project survey on public perception of urban waste management and willingness to pay for better urban waste management), and (b) facilitating the formulation of the forthcoming PPTA and the ensuing project.
- (xii) Assist in the specification of and procurement of required equipment for the TA project.
- (xiii) Take responsibility for the preparation of the inception report, progress reports, draft final report, and final report in full consultation with other team members, counterpart staff, and ADB; and carry out other tasks required to ensure the satisfactory completion of the TA.

5. **Urban Waste Management Specialist** (international, 1 person-month). The consultant will do the following:

- (i) Collect reports and information on previous and ongoing studies on waste management, and review their recommendations on waste management.²
- (ii) Review current urban waste management practices (particularly waste disposal) in Majuro, RMI, as practiced by government agencies and communities, identify barriers to proper urban waste management, the need and potential for improved waste management practices, such as integrated solid waste collection, processing, and disposal, including mulching/composting, recycling, incinerating, and landfill of waste materials.
- (iii) Assist the team leader (participatory planning processes specialist) and provide inputs to (a) preparing training and education materials and manuals, (b) conducting training workshops for stakeholders on community-based waste management, (c) stakeholders' consultation and participation for establishing community-based urban waste management; and (d) specification of and procurement of required equipment for the project; and provide the necessary technical inputs.
- (iv) In coordination with the team leader (participatory planning processes specialist), help design and carry out a pilot project to improve waste management, prepare and conduct field activities, and arrange for support from various government agencies, communities, NGOs, and other stakeholders.

¹ ADB. 2005. *Country Strategy and Program Update (2005-2006): Marshall Islands*. Manila.

² ADB. 2003. *Technical Assistance for Capacity Building to Promote Traditional Environmental Management in the Pacific Developing Member Countries*. Manila (Final Report TA 5913-REG.) Office of the Environmental Planning and Policy Coordination (OEPPC), RMI. 2005. *Jenrok Waste Stream Survey*. Draft Report. Majuro. (Undertaken under Strategic Action Programme for the International Waters of the Pacific Small Islands Development States).

- (v) Help design the overall urban waste management systems incorporating inputs from stakeholders.
- (vi) Prepare a final report and help the team leader to write reports.

6. Community Development Specialist with Knowledge of Environmental Management (domestic, 7 person-months). The consultant will do the following:

- (i) Collect data and information on community-based development and participation initiatives in RMI, current involvement of women in community-based decision-making processes and structures for urban waste management, government initiatives in RMI and in the region, and other relevant information.
- (ii) Under the guidance of the team leader, undertake the necessary field survey and data collection.
- (iii) Together with the team leader, coordinate and hold meetings, meet key resource persons and other stakeholders, and organize workshops for stakeholders in urban waste management,³ take the lead in carrying out the community education component of the TA including identifying communities needing education, conduct education sessions in Marshallese, arrange for support from government agencies and NGOs, arrange follow-up activities after each training session and workshop in coordination with the team leader.
- (iv) Assist MALGOV to implement the TA program when the team leader is not in the country, and to undertake the work program assigned by the team leader prior to their second stage inputs.
- (v) Support the international consultants to undertake the overall TA program, and perform other tasks as may be assigned by the international consultants to ensure the satisfactory completion of the TA.
- (vi) Provide inputs to the quarterly and TA reports.

7. Independent Monitoring (domestic consultant, 1.6 person-months). A domestic consultant will be engaged on an intermittent basis for a total period of 1.6 month to independently monitor the activities and progress of the TA and to report to Government and to the ADB at the conclusion of the TA. The consultant will do the following:

- (i) Attend a representative sample of the participatory discussions and other meetings, and review all TA progress.

³ The key stakeholders include (i) the Government, including the cabinet, relevant central government departments, Ministry of Public Works (MPW), the RMI Environmental Protection Agency (RMIEPA), the Office of Environmental Policy and Planning Coordination (OEPPC), the Economic Policy, Planning and Statistics Office (EPPSO), Ministry of Education, Marshall Islands Visitors Authority (MIVA), Majuro Atoll mayor and councilors, (ii) traditional leaders including chiefs (*iroijerik*, *iroijlaplap*, and *Iroij*), traditional land owners (*Iroij*), lowest level land manager (*dri jermal* and *alap*), and (iii) the communities and other groups, including churches, women's groups, other NGOs, heads of urban communities, and the chamber of commerce.

- (ii) Maintain an ongoing summary of the nature and extent of preparations, discussions, and presentations (who did what, and where, and how often, who attended, what was discussed, and what was recommended).
- (iii) Recommend how the exercise could be improved upon and repeated in the RMI.
- (iv) Produce a report on the process and progress of the TA for ADB and the MALGOV at the end of the TA.
- (v) Discuss the summary report with the other consultants, and with ADB and MALGOV.

B. Tentative Schedule of Inputs

8. Table A3 shows the consultants' inputs and period of performance.

Table A3: Work Schedule of Consultants

Consultants/Expertise	Person-months	1	2	3	4	5	6	7	8
Participatory planning processes specialist	5	■	■	■				■	■
Urban waste management specialist	1		■						
Community development specialist	7	■	■	■	■		■	■	■

Source: Asian Development Bank estimates.