SIGNATURE PAGE

Country: Azerbaijan

UNDAF Outcome(s)/Indicator(s):	The state improves its delivery of services and its protection of rights – with the involvement of civil society and compliance with its international commitments
Expected Outcome(s)/Indicator (s):	1.3 Private investment in non-oil sector increases 2.8 National environmental protection and natural resource management improve
(CP outcomes linked t the SRF/MYFF goal and service line)	
Expected Output(s)/Indicator(s):	MYFF Goal 3 Energy & Environment for Sustainable Development
(CP outcomes linked t the SRF/MYFF goal and service line)	
Implementing partner: *(designated institution/Executing agency)*	Ministry of Ecology and Natural Resources
Other Partners:	

Programme Period: 2005-2009
Programme Component:_MYFF Goal 3
Project Title: Solid Waste Management Improvement Project
Project ID: _____
Project Duration: 30 months
Management Arrangement: NEX

Budget: USD 864,019
General Management Support USD 35,981
Total budget: USD 900,000
Allocated resources:

- Government _____
- Regular (TRAC) 350,000
- Other:
  - Government of Norway USD 550,000
- In kind contributions USD 25,000

Unfunded budget: _____

Agreed by (Government): _____ 25/04/2008

Agreed by (Implementing partner/Executing agency): _____

Agreed by (UNDP): BRUNO O. LOUËZAT. 25/04/2008

Government of the Republic of Azerbaijan

United Nations Development Programme

Partners:

Ministry of Ecology and Natural Resources

Government of Norway

Solid Waste Management Improvement Project (SWMIP)
Azerbaijan

Brief description

UNDP has been requested to by the Government of Azerbaijan (GOA) to include solid waste management (SWM) as one of the areas of support in its Country Program 2005-2009, as the Government recently made waste management one of its priorities reflected in the National Sustainable Development Strategy (NSDS). While the municipal solid waste management (MSWM) services generally may be better in Baku than in other urban and rural areas in the country, it appears that collection of municipal wastes is incomplete. Industrial, hazardous and medical wastes are co-disposed with municipal solid wastes (MSW) at uncontrolled disposal sites, where open burning of the waste is the norm rather than the exception, resulting in widespread littering, and air, soil and water pollution that pose serious public health threats and environmental problems, which are constraints to sustainable development in Azerbaijan.

The overall project objective is to improve solid waste management by exploring multi-sector partnerships approaches.

Section I

Part I. Situation Analysis

Sector Policies and Recommendations
The relevant sector policies of the Government of Azerbaijan (GOA) are stated in the following documents:

National Environmental Action Plan (1998) (NEPA):

- Strengthen regulatory control over pollutants
- Strengthen capacity to carry out environmental monitoring and enforcement
- Develop computer-assisted analytical capacity for planning and environmental protection
- Market incentives to enforce environmental compliance

National Program on Environmentally Sustainable Socio-Economic Development (2002) (NPESSED)

- The overall goal is to "preserve existing environmental systems and economic potential and effective use of natural resources for the sake of current and future generations."
- Action Plan for Implementation:
  - Use of advanced experience for sorting out, disposal and recycling of household waste.
  - Introduction of appropriate methods for generation of bio-gas from wastes.
  - Construction of incinerators with energy recovery and composting plants.

United Nations Economic Commission for Europe (UNECE) Country Review Report 2003 for Azerbaijan (CRP):

- MENR, in cooperation with other relevant ministries, should develop and implement a new comprehensive law on waste management with relevant regulations and norms.
- Organize awareness-raising campaigns among the population to encourage them to separate recyclable waste.
- Construct facilities for the collection and reprocessing of this waste.
- On a step-by-step basis, construct new sanitary landfills.
- In the long-term, construct incineration facilities for municipal waste in Baku.

Common Country Assessment (CCA):

- Increased authority to municipalities over local programs for social development, environmental protection and economic development, as well as increased local government authorities over local program and services.

While the above objectives are important and may be particular relevant for the long-term perspectives, it is considered that at the present state of management and development of the SWM sector, the priorities stated in the National Environmental Action Plan (1998) and the CCA report seem to be most relevant. Hazardous waste management seem to be more advanced and will not be a subject for the planned project.

It is believed that the Executive Authorities already have the necessary powers to manage SWM services, however, power to establish regional cooperation between executive authorities in order to achieve the necessary economies of scale, would be an important consideration.

Legal basis

The situation analysis is based on a review of the "Law on Industrial and Municipal Waste, 30 June 1998, 514-IQ", "Decree No. 74. Rules on cleansing of living areas in accordance with sanitary procedures, hygienic and ecological regulations, temporary storage of household waste, regular transportation and neutralization", "National Program on Environmental Sustainable Socio-Economic Development, 2002 (NPESSED)", "The National Environmental Action Plan, 1998 NEAP", The "UNECE Country Review Report, 2003", "Environmental Protection. Priority Directions and Actions, 2005", "Status, Main Deficiencies and Operational Perspectives of Solid Domestic Waste Management, 2005", and meetings with members of MENR, WB, PB and UP Int. Azerbaijan, as well as inspection of the cleanliness of streets in different types of developments in Baku, and a visit to the Balakhani landfill, which is the only disposal site approved by the Baku Executive Authorities and MENR.

In addition to the laws and regulations referred to above, the following documents mainly are relevant to management of industrial and municipal solid wastes:

- Law on Establishment of Hazardous Waste Management and licensing of Hazardous Waste, December 2002.
- The Law on Municipalities, 30 November, 2004.Decree No. 637, October 4 1997, "List of activities requiring permits (license) and issuing executive authorities" with amendments of 1 July 2000 and 23 October 2003.
- Law on Environmental Protection and Safety of 8 August 1999.
- Council of Ministries Resolution No. 122 of 1992 with amendment No. 216 on fines for disposing waste into the environment.
- Decision on the Cabinet of Ministers on Rules for Issuing Special Permits (licenses), No 217 of 6 December 2000 with amendments.
- Decision of the Cabinet of Ministers on Rules for Licensing Plants for Processing Hazardous Wastes, No. 12 of 29 June 1999.
- Decision of Cabinet of Ministers on Rules for Transportation of Hazardous Wastes, No. 10 of 27 January 2000.
- Decision of Cabinet of Ministers No. 41, 31 March 2003 and Rules for Inventory of and Classification System for Waste Generated by Industrials and Municipal Services, Certificate No. 419 of 1 July 2003.

The Basel convention on transboundary movement of hazardous wastes has been ratified by the Government of Azerbaijan. The necessary legislation for HWM is in place already, and a disposal facility for solid hazardous waste has been constructed and is in operation in Sumgayit.

It is concluded that while the basic laws that regulate industrial and MSW exist, they have not been put in force yet, or are not enforced.

In addition to the regulations mentioned above, additional new or improved regulations may be needed in the areas such as:

- *Treatment and disposal of construction waste.*
- *Treatment and disposal of municipal solid waste, non-hazardous solid production and industrial wastes, construction and demolition waste, parks and garden waste.*
- *Collection, treatment and disposal of nightsoil and septic sludge.*
- *Workers' health and safety.*
- *Registration, classification and reporting on waste generation and collection.*
- *Inter-municipal and regional cooperation on SWM.*
- *Collection services tariffs.*
- *Charges for treatment and disposal. .*

- *Penalties for littering of public areas.*
- *Contracting out SWM services to private services providers*
- *Legal and economic regulations and instruments (taxes, subsidies, deposit-return systems, government-to-industry agreements, etc.) to stimulate recycling, resource recovery and reuse (RRR).*

Sector Management and Responsibilities

The MENR has the overall responsibility for protection of the environment, including industrial and municipal waste management. The National Department of Environmental Monitoring (NDEM) presumably is responsible for statistics and environmental monitoring. It is believed that the Ministry of Health (MoH) is concerned with and responsible for the public health aspects of municipal SWM services according to the "Law on Sanitary-Epidemiological Services of 10 November 1992.

In addition to the MENR and MoH it is believed that the following central authorities have a stake in the industrial and municipal solid waste management business:

- Ministry of Industry and Energy
- Ministry of Economic Development
- Ministry of Agriculture
- State Statistics Committee

Responsibility for providing regular SWM services is delegated to the Executive Authorities and to the Municipalities. The UNECE Country Review Report states: "The system of municipal waste collection, transportation and disposal works well in Baku city, but, in general, existing landfills do not meet international sanitary norms and standards, and there is insufficient waste separation. Rural areas are only partly covered by municipal waste services." Furthermore: "There is at present insufficient information within the country on the disposal of municipal waste."

Waste collection, transportation and disposal is contracted out to the following three companies: UP International Azerbaijan, KASCO Waste Services and AA Services.

Based on the limited information above and a few field inspections, it is concluded that most of the streets, squares and parks in Baku are clean, and the waste collection services seem to be functioning very well in spite of a very modest revenue basis. Based on unconfirmed information the households are charged New Manat 0.14 (USD 0.15) per person per month, which are paid to the waste collection companies. At this low level it is considered that the present SWM services cannot be sustained. It is positive that SWM services have been contracted out to the private sector.

The conditions at the Balakhani disposal site are in every respect unacceptable and need urgently to be improved, and no disposal fees are charged for disposal at this site.

There seems to be no reliable information available about the SWM service situation elsewhere in the country. Furthermore, basic information about waste generation rates and quantities, waste collection efficiency, characteristics and composition is also virtually non-existent and without this reliable, or realistic, planning for improvement of services cannot be made. However, the State Statistics Committee and MENR recognize the urgency of establishing a reliable date base.

Some informal sector recycling takes place both at the disposal sites and at the source of generations, i.e. in the industries, shops, restaurants and households, mainly bottles, metal and some food-waste. According to a survey of generation and use of waste (secondary raw material) that was made for the Cabinet recently, the amount of secondary raw material that could be sold has decreased sharply the last few years in steps with the rapidly increasing gross national product.

A proper reuse, resource recovery, recycling (RRR) strategy has not been developed, cleaner technology programmes have not been introduced, and there are no economic, administrative or legal instruments in place to encourage, or stimulate RRR efforts.

Part II. Strategy

The overall strategy for the project is to provide the necessary training and capacity building support to MENR, in order to enable this ministry to; i) formulate the necessary additional sector laws, regulations, norms and standards; ii) develop RRR strategies and initiate programs and regulations that will stimulate and enhance RRR activities in Azerbaijan; iii) carry out a field investigation and data collection program that will enable MENR to establish a SWM data bank; iv) prepare planning guidelines for SWM facilities, and finally v) to identify a suitable local demonstration project.

A team of international and national experts will be contracted by the project, with responsibility for providing the necessary enabling training and capacity building support to MENR. Skills and know-how will be transferred to the MENR staff through "on-the-job" training, informal discussions, regular training sessions, seminars and national workshops.

The project will be financed by grants from UNDP and the Norwegian Government.

The international team will encompass an international project manager with broad SWM experience, a SWM engineer, an economist with relevant environmental economics experience, a legal expert with relevant experience and good knowledge of the EU sector policies and regulations, an environmentalist and possible also an expert with relevant public awareness campaign experience. This international team will work closely with qualified and experienced local experts in the relevant fields, such as public services management and legislation in Azerbaijan, engineering, economics, public relations and awareness campaigns. As the inputs of the local experts will be much larger than for the international experts and also due to language constraints, the modus of operation will to some extent be based on the "train the trainers" principle. This team of experts, or advisers, will then work integrally with counterpart staff appointed by the MENR and in accommodations provided by the ministry.

2. Project outputs

The main objectives (outcome) will be realized through achievement of the following expected **outputs**:

Output 1: *Laws, Regulations, Norms and Standards & RRR Strategies, Cleaner Technology Program (CTP), etc.*

The basic laws on industrial and municipal SWM are in place, but not enforced, possibly due to lack of appropriate regulations (rules), norms and standards. Industrial, construction and medical wastes are disposed of together with municipal waste in uncontrolled dumps, where the waste is

put on fire either as a measure to reduce the waste volume, or to make retrieval of recyclable material (glass and metal) easier for the human scavengers that operate on the dumps. Smoke from these fires is a health threat to the people at the dumps and in the surrounding areas. Leachate and run-off from the dumps pollute the groundwater and surface water, and the landfill workers and scavengers are at a danger of being hurt from the scarps and poisonous materials in the dumped waste.

Recycling of waste material seems to have declined over the last few years, possibly due to the lack of legislation, incentives and instruments to stimulate, or support, RRR activities. Harmonization with EU regulations is an objective of the Government of Azerbaijan. The project will therefore examine the relevance of introducing EU type RRR initiatives.

The key activities are:

- Review of existing sector plans, strategies, legislation, applicable norms and standards, as well as institutional arrangements, in order to identify legal barriers to proper management of non-hazardous industrial and municipal solid wastes.
- Draft missing sector legislation, regulations, norms and standards.
- Prepare waste reduction, reuse and recycling (RRR) strategies.
- Recommend appropriate legal, administrative and economic instruments to support the RRR strategies.
- Investigate the merits and steps necessary for introducing a national Cleaner Technology Program (CTP) and possibly also a second hand raw material exchange facility.

Output 2: Waste Composition, Characteristics and Generation Survey.

Reliable information and data on solid waste generation and collection, composition and characteristics are not available in Azerbaijan. In order to assess the environmental and social impacts of solid waste it is necessary to know both the amount of waste generated, as well as the quantities actually collected, as the amount of uncollected waste (difference between generated and collected amounts) is a pollution parameter and an indication of required upgrading of the collection system. Waste generation varies considerably over the year and can be expected to be considerably higher during the summer season than during the winter. The waste generation rate per person is a function of the household purchasing power, and would normally need to be determined for each country. Waste composition, i.e. content of food waste, paper and carton, plastic, glass, metal, etc. is important to know in order to assess the RRR and treatment (composting and incineration) options. In addition there will be a need to have reliable information about the moisture content, calorific value and chemical composition of the waste in order to assess treatment options, including landfill gas collection and utilization. Therefore, a waste composition, characteristics and generation survey is considered necessary, and to be carried out in three different municipalities and over the four seasons of the year.

The key activities are:

- Field survey to determine municipal solid waste generation quantities and rates.
- Laboratory analyses to determine waste composition & characteristics.
- Determine specific waste generation (kg/p/day), seasonal variations, typical composition and physical characteristics of municipal waste.
- Survey of the presents municipal waste generation, collection and disposal to determine the generation, collection and disposal situation in three locations.

- Inventory/audit of industrial waste generation and disposal situation in three municipalities.
- Environmental impact assessments/statements.

Output 3: National Solid Waste Data Bank.
MENR is the national authority responsible for environmental protection and waste management, and therefore needs to have to collect all the necessary information, data and statistics that are necessary for evaluation and assessment of the current situation, for planning and for assessing the need for additional legislation and standards. Therefore, the project will assist MENR in establishing a computerized data bank. It is assumed that commercially available software can be used and adopted for the intended purpose, and be modified or expanded according to the sophistication and future needs.

The key activities are:
- Set objectives, scope, operation and management criteria and arrangements for a Nation SW Data Bank.
- Purchase or develop suitable software.
- Install and test software and train the operators and managers.
- Enter data from the solid waste field survey and other sources into the databank.

Output 4: SWM Feasibility Study and Planning Guidelines.
Presently the only treatment/disposal facilities that meet international standards are the hazardous waste disposal facility, and the BP solid waste disposal site at Sumgayit. The site at Balakhani is approved by the Cabinet to be used for disposal of municipal solid waste, but the disposal is uncontrolled and contains some hazardous and medical wastes. The Government are considering construction of waste recycling and incineration facilities with energy recovery, however, the technical, economic and environmental feasibility of this scheme is uncertain. There is a need for better understanding of realistic and feasible treatment and disposal alternatives taking into account the current waste generation rates, composition and characteristics, and for MENR to develop general planning guidelines. Presently there are three private companies involved in waste management; UP International Azerbaijan and AA Services contracted by Baku Municipality and KASCO that providing waste management services for BP's compounds.

The key activities are:
- General feasibility study of waste collection, transport, RRR activities, treatment and disposal systems.
- Planning guidelines for selection of appropriate SWM systems and facilities.
- Guidelines and model contracts for private sector participation in financing, management and operation of SW services.
- Guidelines for public awareness campaigns.

Output 5: Local SWM Project

The objective of this output is to identify a project that can serve as a demonstration of; i) appropriate and feasible municipal solid waste management approaches and systems, ii) appropriate RRR technologies; or iii) a multi-sector partnership approach to improved solid waste management. At the present the following alternatives have been identified:

- The administrative, organization and practical feasibility of establishing a regional municipal SWM system, including collection, transportation and disposal.
- A sanitary landfill (Baku) with collection and utilization of the methane gas that is produced by the biological degradation of the organic waste material, and sale of Carbon Emission Rights according to the Clean Development Mechanism (CDM) under the Kyoto Protocol.
- Use of plastics, car tiers and other high calorific waste as supplementary fuel in a cement kiln at the "Garadagh" Sement J.S. C. in Baku.
- Support evaluation of the Balakhany waste disposal site including environmental/hydrogeological evaluation as part of the comprehensive efforts to improve solid waste management in the Absheron Peninsular.

It is not possible at this stage to assess, or describe, the key activities and necessary resources inputs. These issues will have to be determined and discussed in the course of the project and agreed to by MENR and UNDP.

It is understood that the possibility of establishing a national SWM Association or Forum is seriously being considered by both the private and the public sectors. It is expected that such an interest group will be an important stakeholder, and possible cooperating partner to MENR, with respect to identification and development of a local SWM project.

Some funds have been allocated from the UNDP and Norwegian financial contributions for identification and preliminary planning of this output, while investments will have to be provided by other sources.

Tentative key activities are:

- Plan and carry out a workshop to discuss alternative types of demonstrations projects with participation from the Steering Committee members, municipal Executive Authorities, various interest groups (SWM Association) and other stakeholders.
- Carry out preliminary evaluations and pre-feasibility analyses of demonstration projects that were identified in the workshop, and recommend the most appropriate project for further investigations and elaborations.
- Get approval from the Steering Committee for further planning of the selected demonstration project.
- Prepare preliminary technical plans, estimates of investments and operating costs, cost-benefit analyses, management and organizational aspects, and identify possible financing possibilities.

Output 5: Project management, skills and know-how.

The key activities are:

- Project management and coordination.
- Monitoring and Supervision
- Liaison with PSC, Consultant and Stakeholders
- Accounting and Progress Reporting
- Audits and Evaluations
- Workshops and Training

Part III. Management Arrangements

The project will be executed in accordance with the National Execution (NEX) modality. **Ministry of Ecology and Natural Resources (MENR)** will act as the **National Executing Agency (NEA)** and will be responsible for the overall control and management of the project activities, reporting, monitoring and evaluation of the project.

The project will have a governance structure, aligned with UNDP's new rules for Results Based Management

Project Advisory Board will provide overall advice on the project. It will include representatives of Ministry of Ecology and Natural Resources, Ministry of Industry and Energy, Ministry of Economic Development, Ministry of Health, Ministry of Agriculture, the State Statistics Committee, Baku Executive Authority, UNDP, the Embassy of Norway, and other stakeholders (SWM Association of Azerbaijan if established).

Project Executive Group (PEG) will be the executive decision making body for the project, providing guidance to the Project Management Unit, monitoring of the project implementation to ensure timely progress in attaining the desired results, efficient coordination with other relevant projects or activities, and approving project revisions. It will be responsible for reviewing and updating the project plans, risk log, issue log and the project monitoring and communication plan. The Project Executive Group, will consist of three members:

• The Chair (Implementing Partner) will convene the PEG. This position will be held by the nominated representative of the MENR. The Chair will be responsible for carrying out the directives of the PEG and for ensuring proper implementation of the project on behalf of the Government, and in accordance with UNDP's policy objectives, conditions and requirements in respect of the donor agreement. In doing so, the Chair will have the overall responsibility for proper management;

• The Senior Supplier This position will be held by the UNDP DRR (P), or a designated UNDP Development Advisor; and,

• The Beneficiary Representative, who will represent the project beneficiaries.

The **Project Management Unit** (PMU) will be established by the NEA. It will comprise of a Project Manager, a Project Assistant and support staff. These will be hired on a full-time basis for the duration of the project. The main tasks of the PMU will be:

- Project management, coordination and monitoring;

- project progress reporting;
- financial management and accounting;
- procurement of technical assistance services in accordance with UNDP's procedures;
- liaison with the PEG, Consultant, NEA, UNDP, the Norwegian Embassy and other stakeholders;
- arrange and conduct project workshops, seminars and training activities; public relations; and
- arrange yearly audits and to prepare the final evaluation reports.

The **Consultant** will comprise of a team of local and international advisers/experts who will be responsible for producing the outputs with the pertinent reports and document, and for carrying out activities as in accordance with task-specific TORs and technical assistance agreements. The Consultant will liaison with the PMU on a day-to-day basis, agree on scope of work and timing of activities, carry out training needs assessment for the MENR staff that will participate in the project, provide capacity building and training activities, assist the PMU in planning and implementation of workshops, etc. The Consultant will submit quarterly and annual financial status and progress reports.

Other **Stakeholders** are the Executive Authorities (EA) that will participate in the solid waste composition, characterization and generation surveys. These EAs are expected to provide the necessary equipment for collection of waste for the survey, a site for weighing and sorting the waste, providing supervision and other support activities in coordination and agreement with project management. Other stakeholders could be EAs and/or industries that will participate in the identification, assessment and selection of a local demonstration project.

Part IV. Monitoring and Evaluation

Standard UNDP monitoring and reporting mechanisms shall be used to measure progress or, lack thereof, in the production of outputs and achievement of project objectives. The following mechanisms shall be put in place:

- Annual Project Workplan to be developed jointly by the PMU, in consultation with UNDP, specifying activity, timeframe, responsible party for each project activity; describing actual project progress against the work plan and budget.
- PMU shall prepare Quarterly Status Reports containing assessment of the achievements and performance of the key activities, assessment of the training and capacity building activities, as well financial statements, and lessons learned. The report should also include recommendations and revisions to the Annual Project Workplan, if this is considered necessary to achieve the intended project outputs. The quarterly reports will also include any outstanding problems or issues, explaining the main variances from the workplan and the budget, and proposed remedial actions.
- National Workshop Reports – Kickoff and Final - shall be prepared by PMU containing the workshop program, attendance, main results of discussions and/or workgroup recommendations, with workshop presentations and papers attached.
- Final Report of the project shall be prepared by the PMU upon completion of the project.

The project is subject to an external evaluation at least once during its lifetime.

The project will be subject to independent audits of the accounts as required by UNDP/NEX Guidelines. UNDP is responsible for ensuring that the external audit takes place as specified in this project document.

Part V. Legal Context

The project document shall be the instrument referred to as such in the Article 1 of the Standard Basic Assistance Agreement between the Government of Azerbaijan and the United Nations Development Programme signed on 6 February 2001.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the document have no objection to the proposed changes.

- Revisions in, or addition to, any of the annexes of the project document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation; and
- Mandatory annual revisions which re-phase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility.

Part VI. Risks and Mitigations

All projects involve risk, some which cannot be mitigated and others where steps can be taken to reduce these risks.

Mitigating actions to reduce the impacts of natural catastrophes (force majeur) cannot be taken, but this risk is believed to be negligible and acceptable.

There are political risks of different kinds. International and major national disturbances or upheavals may cause the project to be delayed, or cancelled, but there is very little that can be done in the design or implementation of the project to mitigate this risk.

Risks of delays, or unacceptable standard of outputs, may be caused by perceived difference in national policies and priorities, lack of necessary competence of the Consultant's international and national experts. The most important mitigating action in this case is a careful screening of the Consultant's staff during the tender evaluation and appointment of local experts, to ensure that they all have the necessary competence and experience, and are available to provide timely inputs.

In order to build sufficient and a broad consensus of the need for this project, its scope and objectives, etc, the involved parties and stakeholders must be given a chance to learn and to voice their opinions and approvals. A national project kick-off workshop with broad participation and presentation by interested parties may facilitate this and mitigate this problem.

The SC and the NPD can help to avoid "bottlenecks", conflicts and misunderstandings by making sure that sufficiently qualified staff is assigned to the PMU, given the facilities and resources

required to do a good job, and that timely guidance is provided in national policy matters. It is also important that the SC meets frequently and can convene quickly, when and if important project decisions have to be taken or special problems need to be solved.

It this particular project it is expected that the MENR staff will be seconded to work closely with the consultant on most of the activities. This will in most cased result in additional responsibilities and work, and if assigned MENR staff already has a high workload, the project activities may be given less priority. It is then important that the various MENR managers properly understand the importance and benefits of the project and are willing and able to make available the necessary resources and office facilities. Mitigating actions are a management that is well informed about the project, understands its outputs and benefits, and understands the internal administrative changes that will have to be made to free the necessary staff and resources.

Section II Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework: 2.8 National environmental protection and natural resource management improve; 1.3 Private investment in non-oil sectors increases			
Outcome indicator: baseline 0; target operational			
Partnership strategy: Ministry of Ecology and Natural Resources, Ministry of Industry and Energy, Ministry of Agriculture, Ministry of Economic Development, Ministry of Health, the State Statistics Committee, Baku Executive Authority, UNDP, the Embassy of Norway, private companies and other stakeholders (SWM Association of Azerbaijan if established).			
Project title and ID: Solid Waste Management Improvement Program (SWMIP)			
Intended Outputs	**Activities**	**Indicators/Targets**	**Inputs**
1. Laws, Regulations, Norms and Standards & RRR Strategies and Cleaner Technology Program (CTP). . . .	1. Review existing national sector plans, institutional arrangements and identify legal barriers for i) municipal SWM, ii) non-hazardous industrial waste, and iii) construction waste. 2. Draft missing sector legislation, regulations, norms and standards. 3. Prepare waste reduction, reuse and recycling (RRR) strategies. 4 Draft economic and legal instruments for waste RRR. 5. Introduce Cleaner Technology Programs (DTP).	1. Additional regulations, norms, etc to remove legal barriers have been identified and new ones drafted. 2. National RRR strategies have been drafted. 3. Appropriate administrative and economic instruments for RRR have been identified and drafts prepared for the most urgent. 5. The need for CTP has been identified and steps taken to introduce a national program.	USD 177 617
2. Waste Composition, Characteristics and Generation Survey.	1. Field survey to determine municipal solid waste generation quantities and rates. 2. Laboratory analyzes to determine waste composition and characteristics. 3. Determine specific waste generation (kg/p/day), seasonal variations, typical composition and physical characteristics of municipal solid waste. 4. Survey of the present municipal waste generation, collection and disposal situation in three locations. 5. Inventory,/audit of industrial waste generation	1. Statistics and typical data on municipal waste generation have been established. 2. Reports on the municipal solid waste situation, including environmental assessments have been prepared for three municipalities. 3. Reports on industrial solid waste management situation, including environmental impact assessment have	USD 202 070

	and disposal situation in three municipalities. 6. Environmental impact assessment/statements.	been prepared for three municipalities.	
3. National Solid Waste Data Bank.	1. Set objectives, scope, operation and management criteria for a National SW Data Bank. 2. Purchase or develop a suitable software 3. Install and test the software and train the operators and managers. 3. Enter data from the field survey and other sources into the data bank.	1. A national data bank has been established in MENR. 2. Management and operators have been trained in use of the data bank. 2. Input of existing data has started.	USD 200 402
4. SWM Feasibility Study and Planning Guidelines	1. General technical, financial and environmental feasibility study of waste collection, transport, RRR activities, treatment and disposal. 2. Planning guidelines for selection of appropriate SWM systems and facilities. 3. Guidelines and model contracts for private sector participation in financing, management and operation of SWM services. 4. Guidelines for public awareness campaigns. 5. Conduct social assessment for improving the solid waste management system in the Absheron Peninsular.	1. Guidelines for selection and planning of appropriate municipal solid waste collection systems, and for public hearings established in MENR. 2. Guidelines and model contracts for private sector participation established in MENR.	USD 92 726
5. Local SWM Project	1. Plan and carry out a workshop to discuss alternative types of demonstrations projects with participation from the Steering Committee members, municipal Executive Authorities, various interest groups (SWM Association) and other stakeholders. 2. Carry out preliminary evaluations and pre-feasibility analyses of demonstration projects that were identified in the workshop, and recommend the most appropriate project for further investigations and elaborations. 3. Get approval from the Steering Committee for further planning of the selected demonstration project. 4. Prepare preliminary technical plans, estimates of investments and operating costs, cost-benefit	1. Workshop report 2. SC's approval of the selected demonstration project. 3. Preliminary project implementation plans.	USD 66704

	analysis, management and organizational aspects, and identify possible financing possibilities.		
6. Project management, skills and know-how	1. Project management, coordination and monitoring. 2. Project progress reporting. 3. Financial management and accounting. 4. Liaison with the Consultant, PSC, NEA, UNDP, the Norwegian Embassy and stakeholders. 5. Arrange and conduct project kick-off and termination workshops. 6. Capacity building and training activities. 7. Public relations. 8. Arrange yearly audits. 9. Prepare the final report.	1. Annual Workplan - adjusted 2. Quarterly status reports, financial statements and training/capacity building achievements. 3. National Workshop Reports. 4. Yearly Audits 5. Final Report 6. External Evaluation Report	USD 124 500
		Total	**USD 864 019**