

**United Nations Development Programme**

**Country: Guyana**

**Project Document**

**Project Title:** Guyana Solid Waste Management Improvement Project

**UNDAF Outcome(s):** Improved economic and social policies and programmes to enable the creation of a climate-resilient economy in the context of the Low Carbon Development Strategy.

**Expected CP Outcome(s):** Strengthened institutional and regulatory capacities of government, civil society organizations to enable access to sustainable financial and business development services for the economic poor, women and indigenous populations.

**Expected Output(s):**

- 1) The capacities of municipal and other local government bodies' strengthened to improve solid waste management.
- 2) Solid waste management facilities in select townships and NDCs improved.
- 3) Greater awareness among the public about good solid waste management practices created.

**Executing Entity:** Government of Guyana (Ministry of Local Government and Regional Development)

**Implementing Agencies:** Ministry of Local Government and Regional Development/UNDP

**Brief Description**

This project seeks to address the solid waste management challenges currently being experienced in Guyana by implementing three strategies namely: 1) procuring appropriate waste management machinery and equipment for the collection, transportation and disposal of waste and other refuse at landfill sites; 2) expanding and rehabilitating markets and market tarmacs to curb illegal vending which is an antecedent of the garbage crisis in Guyana; and 3) raising the public's awareness of responsible solid waste disposal, through the distribution of flyers, pamphlets and other IEC materials. Key stakeholders would be collaborating on collective ventures to manage this issue and it is envisaged that current policy will empower relevant agencies to enforce laws geared at solid waste management compliance and adherence.

|                          |                                     |
|--------------------------|-------------------------------------|
| Programme Period:        | 2012 - 2016                         |
| Key Result Area:         | Area of work 3: Resilience Building |
| Atlas Award ID:          |                                     |
| Start date:              | April 1, 2014                       |
| End Date:                | March 31, 2015                      |
| PAC Meeting Date:        | February 10, 2014                   |
| Management Arrangements: | NIM                                 |

|                            |           |
|----------------------------|-----------|
| Total resources required   | 1,568,260 |
| Total allocated resources: | 1,568,260 |
| • Regular (TRAC I)         |           |
| • Other: (BSA)             | 1,093,260 |
| • Government               |           |
| • Unfunded budget:         |           |
| In-kind Contributions      | 475,000   |

Agreed by: *Norman Whitaker* Hon. Norman Whitaker, Minister, Ministry of Local Government and Regional Development  
Date: *March 25th, 2014*

Agreed by: *Khadija Musa* Khadija Musa, Resident Representative, UNDP  
Date: *25 March 2014*

Over the past decade, the impact of improper solid waste management (SWM) has become one of the main causes of the social, health and environmental problems in Guyana, with its greatest impact being in the urban areas. One of the major contributing factors to improper disposal of solid waste and other kinds of refuse within urban townships and rural areas is roadside vending. Vendors illegally occupy government reserves outside of markets, schools, bus & car terminals, and along the main streets intended for vehicular traffic and pavements that are meant for pedestrians. They dispose of their garbage in drains, empty lots, roadways, parapets and canals making these areas more susceptible to flooding and a breeding ground for the vectors of many diseases. Moreover, local Authorities are faced with the tumultuous task of not only appropriately disposing of the solid waste but also maintaining an effective drainage system and the upkeep of the physical landscape in these areas. As a consequence, the solid waste scourge and the unsanitary conditions of urban and rural townships continue to be a nuisance and an environmental and health hazard to the general population.

The Government of Guyana (GOG) and Local Authorities of Municipal Town Councils (MTCs), Neighborhood Democratic Councils (NDCs) and Regional Democratic Councils (RDCs) have recognized and acknowledged that SWM requires a multiplicity of interventions, however for the purpose of this project the focus will be on illegal vending along roadways and outside of markets which results in the buildup of waste. There is need for market buildings and tarmacs to be expanded and rehabilitated to accommodate these vendors. The appropriate machinery and equipment to collect transport and dispose of waste needs to be procured as well. Adequate market expansion and rehabilitation (MER) have been a critical issue for market administrators and the Ministry of Local Government and Regional Development (MLGRD). The MLGRD which has oversight responsibility for Local Organs in the country seeks to curb illegal vending by making markets more attractive, safer, healthier and accommodating to all vendors. Debilitated market structures, poor drainage systems, the lack of basic facilities and poor market administration have somewhat influenced and contributed to roadside vending and hence the garbage crisis.

In a determined effort to address this social and environmental scourge, the GOG has constructed, at much cost, several market tarmacs and markets across the country. Vendors' Management Committees for each of these tarmacs and markets have been instituted and tasked with managing the affairs of the vendors. In addition, the Local Democratic Organ in each neighborhood has oversight responsibility for each Committee. But while many of our vendors have relocated to the markets and to the market tarmacs, there are still many more that need to be relocated from the road reserves and the roadside. Towards this end, the MLGRD has been constructing more markets and tarmacs, extending those that have become overcrowded and rehabilitating those that need such repairs. Efforts have been hindered in some measure by limited resources.

It is envisaged that this project will contribute to the improvement of the environmental conditions and quality of life of citizens by strengthening the institutional structures of the local authorities' capacity to manage solid waste. The enforcement of legislation can significantly impact waste management in Guyana; therefore the MLGRD will continue to engage with the public to encourage attitudinal and behavioral change among vendors, other waste generators and the general populace. To achieve this, the MLGRD has embarked on the development of a comprehensive SWM action plan to implement sustainable solutions to solid waste management across Guyana. With this in mind, several national institutional and legal frameworks will be incorporated to ensure compliance with all stakeholders involved. These are as follows:

- The Laws of Guyana, Chapter 28:01, 28:02, 51:02
- The Solid Waste Management Bill
- The Public Health Ordinance
- The EPA Criteria for Solid Waste Management

The local implementing agencies (MTCs, NDCs, and RDCs) are therefore critical for the effective implementation of this project as they are the key stakeholders with direct responsibility for SWM. More specifically, through shared responsibility and risk management, their oversight capacity to improve collection logistics and cost recovery will be strengthened and developed. Hence there will be better

management and efficient collection of solid waste among households, industries, businesses and more importantly in markets and areas with market tarmacs.

## II. STRATEGY

**(A)** Guyana has six urban municipalities: Georgetown with an estimated population of 177,900; Linden with a population of 33,500; New Amsterdam, the population of which is 21,700; Corriverton with a population of 15,700; Rose Hall with a population of 8,000; and Anna Regina with a mere 2,600 citizens.

Despite their relatively small sizes, these urban areas are inadequately serviced especially with regard to solid waste management. Silt and solid waste and various other kinds of refuse block drains; water overflows into the streets and yards; and whatever detritus there is in the water finds its way into the dwelling places, particularly of the poor. There are heaps of rubbish in most parts of the cities, sometimes even on the main roads. In short, the cities are unsanitary and a breeding ground for the vectors of many diseases. Additionally solid waste collection is one of the largest budgeted items for Local Authorities across the ten (10) Administrative Regions

This project therefore, will augment the existing Government of Guyana SWM Programme which is being funded by the Inter-American Development Bank for the Georgetown area. The strategy is to support the efforts of selected local government bodies outside of Georgetown to improve their solid waste management capacity and practices. It will facilitate the awareness raising of as many local actors as possible to ensure their active participation in the sustaining of the improvements beyond the life of the project. Further it will place emphasis on making waste disposal receptacles more accessible to residents within the selected local government areas.

The municipalities being targeted are recipients of annual Government subventions which is used for among other things the management of the municipality solid waste programme. With the additional facilities and equipment brought about as a result of this project the government through the Ministry of Local Government and Regional Development will ensure that the correspondent increase of subvention is delivered to the municipalities to ensure the level of services are delivered. In addition the GOG will explore opportunities for cost recovery.

**(B)** A key strategy of the project is to promote south - south cooperation. The Project therefore will as far as it is practical, draw on the experiences from countries in the south. Ensuring south – south partnership throughout the implementation process. This would primarily entail the observance and utilization of best practices as it relates to SWM in these partner southern countries. It would as well as draw upon all technical resources that are available, personnel, technologies, and assets or otherwise from the IBSA board countries. Additionally to make the most use of the South – South Cooperation, the project will collaborate with other key development and bi-lateral partners based in the country.

The project will facilitate the development of a Memorandum of Understanding between the MLGRD and several public institutions such as the Ministry of Public Works, Ministry of Health and the Environmental Protection Agency. It is anticipated that these partnerships will strengthen the national capacity of the Government to collectively address the solid waste disposal and management problem. However, with the enactment of the SWM Bill, Local Authorities through MLGRD will be empowered to enforce this legislation by instituting serious penalties for violators of the law.

## **(C) PROJECT COMPONENTS**

This project will focus primarily on three (3) major components: 1) the procurement of equipment and machinery to effectively collect, transport and dispose of solid waste and other refuse; 2) market expansion and rehabilitation to address roadside vending which is a precursor of the garbage problem; and 3) public education and awareness to encourage attitudinal and behavioral changes of citizens and their response to solid waste disposal. Since SWM is an issue of national concern, the GOG is happy to garner

international support to learn and adopt best practices used elsewhere to make this solid waste program a success. Additionally, alternative sources of funding over the past years were not forthcoming; hence the GOG intends to strengthen the working relationships with international agencies on programmes related to socio-economic development. We foresee this programme once implemented to gain international recognition of its successful outcomes.

### ***I. Procurement of Machinery for Solid Waste Management***

Local Authorities in Guyana have experienced many challenges in SWM due to the limited funds, shortage of SWM machinery & equipment and garbage receptacles along with severe staff shortage. Their capabilities to timely collect transport and effectively dispose of waste and other refuse have been significantly impaired. This has contributed to the enormous increases in illegal 'dump sites' at various locations across Guyana. It is anticipated that additional machinery and equipment procured under this project, will better equip MTCs, NDCs and RDCs through collaborative ventures for sustainable SWM. The MILGRD will continue to coordinate efforts and work with Local Organs, the Private Sector, the International Community and the general public to address waste management in Guyana.

### ***II. Expansion and Rehabilitation of Municipal Markets***

As a consequence of the effects of road side vending, the second component of the project seeks to address this issue by way of expansion and rehabilitation of some markets and market tarimas to provide additional infrastructure for market dwellers. This is very necessary because at the moment vendors ply their trade on roadsides in close proximity to the markets and leave their waste behind. Thus the infrastructure improvement is necessary to provide increase accommodation and garbage disposal facilities to allow for better control of vendors and their waste. It is envisioned that with adequate rehabilitation of market buildings, extension of additional stalls, provision of garbage receptacles and washroom facilities where needed; vendors will relocate to markets and market tarimas. Additionally, this is a perfect cost recovery opportunity for the Local Authorities, who will now be able to garner additional revenue through increased collection of rates and taxes. This will aid in the sustainable up-keep of the facilities established by this project and the maintenance of the SWM systems within the targeted areas.

### ***III. Public Education and Awareness***

For the successful implementation and sustainability of this project public education and awareness programmes are critical. The third component of this project will focus on the continuous education and awareness of citizens. Clear and consistent messages of proper solid waste disposal will be promoted and salient practices will be communicated to foster positive attitudes and behaviors as it relates to preserving the physical landscapes of our country and simultaneously reducing the social, environmental and health hazards associated with improper SWM. Annex C provides an illustration of the work plan for this project. The Project Management Team intends to embark on several initiatives to educate and raise the public's awareness of proper SWM commencing at the household level. Local knowledge and experiences have shown that involving communities at the local level/grassroots are an effective way in addressing many of the problems they face. Therefore, the team will employ the concept of "Education" which will be designed to educate as well as entertain. Public education and awareness activities will be highly inclusive and will involve fun, exciting ways of entertainment as well as having an education value to the initiative.

### **(D) PROJECT BUDGET**

#### ***I. Government of Guyana's Contribution***

From the conceptualization of the project the Government of Guyana through its Local Government & Regional Development Ministry has initiated several initiatives to address the SWM issue in Guyana and has since activated the procurement of equipment and machinery. To date, three (3) various sizes (96kg, 310kg & 440kg load capacity) of garbage receptacles have been procured and will be distributed countrywide. Two (2) large Compactor trucks for the collection, transportation and disposal of solid waste were also procured; two of which have already arrived in Guyana and the other two are expected within the first quarter of 2014; an estimated total cost of USD400,000. This equipment will serve as complementary and in-kind contribution to this project.

**II. Responsible Party**  
The ML&RD will also be funding several activities within 2014 which are aimed at Enhancing the City of Georgetown. These activities will include the de-siltation and removal of debris from clogged drains, canals, sluices etc. and has a total cost of USD72,400 and will be investing an additional USD150,000 over the next 6months for the operational costs associated with the collection, transportation and disposal of solid waste.

### III. RESULTS AND RESOURCES FRAMEWORK

#### Intended Outcome as stated in the Country Programme Results and Resource Framework:

Strengthened institutional and regulatory capacities of government, civil society organizations to enable access to sustainable financial and business development services for the economic poor, women and indigenous populations.

#### Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator: (iv) # of policies developed and strengthened, Baseline: N/A, Target: N/A

#### Applicable Key Result Area (from 2014-2017 Strategic Plan) Area 3 C, Resilience Building

#### Partnership Strategy: Work with EPA, Local Government Bodies and other statutory groups

#### Project title and ID (ATLAS Award ID): Guyana Solid Waste Management Improvement Project

| INTENDED OUTPUTS   | OUTPUT TARGETS   | INDICATIVE ACTIVITIES  | RESPONSIBLE PARTIES  | INPUTS                         |
|--|--|--|--|--------------------------------|
| <p><b>Output 1:</b></p> <p>The capacities of municipal and other local government bodies strengthened to improve Solid Waste Management</p> <p><b>Baseline:</b></p> <p>At current capacity municipalities are capable of effectively collecting only 40% of solid waste generated in the target areas, owing to inadequate equipment and machinery.</p> <p><b>Indicators:</b></p> <p>Percentage (%) increased of solid waste collected</p> <p><b>Sub indicator</b> - Number of receptacles and other machinery available for</p> | <p>10% increase (50%) in the current capacity of municipalities to collect solid waste</p> <p>Purchase of two (2) compact trucks and two (2) mini excavators by October 31, 2014</p> | <ul style="list-style-type: none"> <li>▪ Preparation of Tender Documents</li> <li>▪ Facilitate advertisement</li> <li>▪ Contractor selection</li> <li>▪ Awarding of Contracts</li> <li>▪ Contractor procurement of machinery and equipment</li> <li>▪ Addressing unintended consequences</li> <li>▪ Monitoring and Evaluation</li> </ul> | <p>Ministry of Local Government and Regional Development /UNDP</p> | <p>Machinery and Equipment</p> |

|  |  |  |  |  |
|--|--|--|--|--|
| garbage collection   |  |  |  |  |
| <p><b>Output 2</b></p> <p>Solid waste management facilities in select townships and NDCs improved</p> <p><b>Baseline:</b><br/>         Poor and inadequate vending infrastructure.<br/>         Five of the seven targeted market facilities are over 50 yrs old.<br/>         Current market tarmacs are unpaved and unfenced</p> <p><b>Indicators:</b></p> <p>Number of markets expanded and rehabilitated</p> <p>Number of market tarmacs constructed</p> | <p>Seven (7) markets rehabilitated and expanded by March 31, 2015</p> <p>Four (4) market tarmacs constructed with fencing and sanitary facilities by March 31, 2015.</p> | <ul style="list-style-type: none"> <li>• Preparation of Tender documents</li> <li>• Contractor Selection</li> <li>• Awarding of contracts</li> <li>• Commencement of works</li> <li>• Addressing unintended consequences</li> <li>• Monitoring and Evaluation</li> </ul> | <p>Ministry of Local Government and Regional Development /UNDP</p> | <p>Premises Maintenance and Alternations</p> |

|  |  |   |  |  |
|--|--|---|--|--|
| <p><b>Output 3</b></p> <p>Greater awareness, among the public about good solid waste management practices created.</p> <p><b>Baseline:</b></p> <p>There is no focus on the continuous education and awareness of citizens as it relates to solid waste disposal.</p> <p>No clear and consistent messages of proper solid waste disposal being promoted</p> <p><b>Indicator:</b></p> <p>Different types of IEC materials produced and the frequency of the dissemination of the material</p> <p>Number of edutainment pieces on SWM aired over life of project and beyond</p> | <p>Twelve thousand flyers, pamphlets and other IEC materials are developed, distributed and publicized by March 2015</p> <p>Public airing of 4 edutainment pieces on SWM over life of project and beyond</p> | <ul style="list-style-type: none"> <li>• Preparation of Print and non-print publication materials</li> <li>• Display of public education and awareness materials</li> <li>• Airing of edutainment materials</li> <li>• Addressing unintended consequences</li> </ul> <p>Monitoring and Evaluation</p> | <p>Ministry of Local Government and Regional Development /UNDP</p> | <p>Audio Visual and Print Production</p> |
|--|--|---|--|--|



|   |   |  |  |   |
|---|---|--|--|---|
| <p><b>Output 4</b><br/>Project Monitoring and Management</p> <p><b>Baseline:</b><br/>No functional PMO</p> <p><b>Indicator:</b><br/>1. Functional PMO providing support to Output1-3.</p> | <p>Establishment of functional PMO providing quarterly and end of year reports on status of project</p> | <p>Project Staff<br/>Monitoring<br/>Missions and Events<br/>Evaluation<br/>Logistics</p> | <p>Ministry of Local Government and Regional Development /UNDP</p> | <p>Contractual services –Individual</p> |
| <p><b>Direct Project Cost</b></p>   |   |  | <p>UNDP</p>  |   |
| <p>UNDP<br/>General<br/>Management Service</p>  |   |  | <p>UNDP</p>  |   |

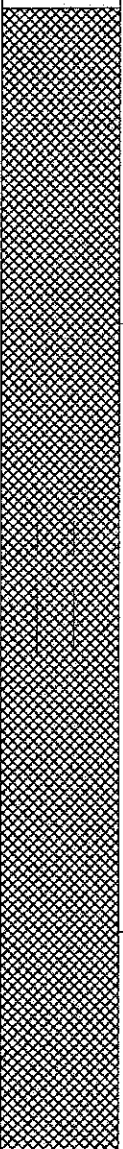
**Work Plan**  
**Year: 2014-2015**

| EXPECTED OUTPUTS<br><i>And baseline, indicators including annual targets</i> | PLANNED ACTIVITIES<br><i>List activity results and associated actions</i> | TIMEFRAME (Quarters) |   |   |   |   | RESPONSIBLE PARTY | PLANNED BUDGET |                    |               |
|--|---|----------------------|---|---|---|---|-------------------|----------------|--------------------|---------------|
|  |   | 1                    | 2 | 3 | 4 | 5 |                   | Funding Source | Budget Description | Amount (US\$) |
|  |   |                      |   |   |   |   |                   |                |                    |               |



|  |   |  |  |  |  |  |  |  |                        |             |   |                   |
|--|---|--|--|--|--|--|--|--|------------------------|-------------|---|-------------------|
| <p><b>Output 2</b></p> <p>Solid waste management facilities in select townships and NDCs improved</p> <p><b>Baseline:</b></p> <p>Poor and inadequate vending infrastructure. Five of the seven targeted market facilities are over 50 yrs old. Current market tarmacs are unpaved and unfenced.</p> <p><b>Indicators:</b></p> <p>Number of markets expanded and rehabilitated</p> <p>Number of market tarmacs constructed</p> <p><b>Targets:</b></p> <p>1) The rehabilitation and expansion of seven (7) markets in seven major towns</p> <p>2) The construction and expansion of four (4) market tarmacs throughout the country</p> <p><b>Related CP Outcome:</b> Strengthened institutional and regulatory capacities of government, civil society organizations to enable access to sustainable financial and business development services for the economic poor, women and indigenous populations</p> | <p><b>Activity Result</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Contractor Selection</li> <li>• Awarding of contracts</li> <li>• Commencement of works</li> <li>• Addressing unintended consequences</li> <li>• Monitoring and Evaluation</li> </ul> |  |  |  |  |  |  |  | <p>MLG&amp;RD/UNDP</p> | <p>UNDP</p> | <p>73205<br/>Premises<br/>Maintenance and<br/>Alterations</p> | <p>357,671.96</p> |
|--|---|--|--|--|--|--|--|--|------------------------|-------------|---|-------------------|

|  |   |  |  |  |             |      |  |           |
|--|---|--|--|--|-------------|------|--|-----------|
| <p><b>Output 3</b></p> <p>Greater awareness among the public about good solid waste management practices created.</p> <p><b>Baseline:</b></p> <p>There is no focus on the continuous education and awareness of citizens as it relates to solid waste disposal.</p> <p>No clear and consistent messages of proper solid waste disposal being promoted</p>  | <p><b>Activity Result</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Preparation of Print and non-print publication materials</li> <li>• Display of public education and awareness materials</li> <li>• Public airing of edutainment pieces on SWM over life of project and beyond</li> <li>• Addressing unintended consequences Monitoring and Evaluation</li> </ul> |  |  |  | MLG&RD/UNDP | UNDP | 74205, 74210<br>Audio Visual and Print Production Cost | 23,298.38 |
| <p><b>Indicator:</b></p> <p>Different types of IEC materials produced and the frequency of the dissemination of the material</p> <p>Number of edutainment pieces on SWM aired over life of project and beyond</p> <p><b>Targets:</b></p> <ol style="list-style-type: none"> <li>1. Over 12,000 flyers, pamphlets, brochures, newsletters and posters</li> <li>2. Twelve (12) news paper publications and advertisement and Ten Banners</li> <li>3. Public airing of 4 edutainment pieces on SWM over life of project and beyond</li> </ol> <p><b>Related CP Outcome:</b> Strengthened institutional and regulatory capacities of government, civil society organizations to enable access to sustainable financial and business development services for the economic poor, women and indigenous populations</p> |   |  |  |  |             |      |  |           |

|  |  |  |             |  |                       |
|--|--|--|-------------|--|-----------------------|
| <p><b>Output 4</b></p> <p>Project Management Monitoring and</p> <p><b>Baseline:</b><br/>No functional PMO</p> <p><b>Indicator:</b><br/>1. Functional PMO providing support to Output1-3.</p> <p><b>Targets:</b><br/>Establishment of functional PMO providing Quarterly and end of year reports on status of project</p> | <p>Project Management Support</p> <p><b>Actions</b></p> <p>Project Staff<br/>Monitoring<br/>Missions and<br/>Events<br/>Evaluation<br/>Logistics</p> | <p>Direct Project Cost</p>   | <p>UNDP</p> | <p>71405<br/>Contractual services - Individual</p>   | <p>4,200</p>          |
|  |  | <p>General Management Service (5%)</p>   | <p>UNDP</p> | <p>74105<br/>Management and Reporting Services<br/>73125<br/>Common Services<br/>73110<br/>Custodial clearing Services</p> | <p>52,060</p>         |
| <p>TOTAL</p>   |  |  |             |  | <p>USD 1,093, 260</p> |

#### IV. MANAGEMENT ARRANGEMENTS

The Ministry of Local Government and Regional Development on the behalf of the Government of Guyana will be the implementing agency of this project. The UNDP will be the Partner Entity and would provide support to the Government of Guyana throughout the implementation of the project. A Project Board to be chaired by the UNDP Resident Representative will meet on a quarterly basis and review and approve project quarterly plans and monitors the implementation of the approved project plans. The Board authorizes any deviations from the agreed quarterly plans. In addition the Board will be responsible for making by consensus management decisions and give guidance on administration to the Project Manager.

#### Project Board

##### Overall responsibilities:

The Project Board (PB) is responsible for monitoring the implementation of the quarterly work plans and annual work plans. Management decisions for the project will be made on the basis of plans within the approved annual work plans and management decisions for the project implementation will be made on the basis of consensus. The Board offers guidance when required by the Project Coordinator (PC) including recommendation for approval of project plans and revisions. The Project Board decisions should be made in accordance with standards that shall ensure best value to money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative who may also choose to refer the matter to the Outcome Board.

Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the PC. This group is consulted by the PC for decisions when the PC tolerances (normally in terms of time and budget) have been exceeded. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any deviation from these agreed quarterly plans in line with the approved annual work plan. It monitors the implementation of the approved quarterly work plans and refers policy matters to the Outcome Board. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any conflicts between the project and external bodies in relation to implementation of the project.

##### Composition and organization

The Project Board will comprise maximum ten (10) members, including the Resident Representative from the UNDP or a designated UNDP official, who will chair the board, one representative from the Ministry of Local Government and Regional Development, one representative from the Ministry of Finance and two (2) BSA local representatives, notably the Brazilian and Indian Ambassadors to Guyana or an authorised designate. In addition it will comprise one representative from each of the stakeholder participating agencies, including the Ministry of Natural Resources and the Environment; Ministry of Health, Ministry of Agriculture, Ministry of Public Works and Environmental Protection Agency. The quorum to take decisions should comprise six (6) members one of whom should be from the UNDP, the local BSA representatives (or authorised designate) and one from the ML&RD.

The board will meet minimally on a quarterly basis as required.

##### Specific responsibilities

The Board reviews and approves the quarterly work plans and monitors the implementation of the quarterly work plans and oversees the project management unit.

The Project Assurance role supports the Project Boards by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance team is free to bring its findings, views to the Project Board. Furthermore the Project Board can seek the assistance of the Project Assurance team on a specific matter of concern, and, or, the Board can invite the Project Assurance to appear before them to seek information, etc., or assign them additional oversight functions.

Project Assurance is independent of the Project Coordinator and will be performed by UNDP Programme Analyst (Governance).

## Overall responsibility

### Project Assurance/Support

- Review and recommend the Final Project Review Report, including Lessons-Learned;
  - Assure that all Project deliverables have been produced satisfactorily;
- Closing the project*
- Provide ad-hoc direction and advice for exceptional situations when project manager's tolerances are exceeded;
  - Review the Final Project Review Report, make recommendations for follow-up actions;
  - Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
  - Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
  - Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.
  - Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
  - Provide guidance and agree on possible countermeasures/management actions to address specific risks;
  - Address project issues as raised by the Project Manager;
  - Provide overall guidance and administrative direction to the project, ensuring it remains within any specified constraints and policy and strategic guidance provided by the Outcome Board as well as independent advice from Project Assurance;

### Running the project

- Review the responsibilities of the members of the Project Management team;
- Initiating the project;*



The following list includes the key aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

The responsibilities of the Project Assurance are as follows:

- Liaison throughout the project between the members of the Project Board.
- Bring to the attention of the Project Board matters of concern
- Ensure that beneficiary needs and expectations are being met or managed
- Ensure the Control of all Risks
- Ensure adherence to the Project justification
- Ensure that project activities fit with the overall Project
- Ensure that the right people are being involved
- Ensure that the project remains viable
- Ensure that the scope of the project is not "creeping upwards" unnoticed
- Ensure that the internal and external communications are working
- Ensure that applicable UNDP rules and regulations are being observed
- Ensures adherence to RMIG monitoring and reporting requirements and standards
- Ensures that quality management procedures are properly followed
- Ensures that Project Board's decisions are followed and revisions are managed in line with the required procedures

### Specific responsibilities include

#### *Initiating the project*

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

#### *Running the project*

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FAGE form are prepared and submitted to the Project Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".

#### *Closing the project*

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.
- Make recommendations where necessary in relation to future such projects

## The Executive

The Executive is comprised of the Ministry of Finance, the Ministry of Local Government and Regional Development, BSA local representatives and UNDP. Its decisions will be made by consensus. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive is tasked with ensuring that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes. The Executive will ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. The Executive is responsible for overall assurance of the project as will be described. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

## Senior Beneficiary

This is defined as the individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Regional Democratic Councils, Town Councils and The National Democratic Councils will act as senior beneficiaries. The primary function of the Senior Beneficiary (SB) within the Board is to represent the interests of project beneficiaries. Representing the interests of The SB includes validating the needs assessment and monitoring that the proposed actions will meet those needs within the constraints of the project. The SB monitors progress against targets and quality criteria.

## Senior Supplier

The Senior Supplier's primary function is to provide guidance to the PB regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring and implementing the project. The Project Management Office within the Ministry of Local Government & Regional Development, Environmental Protection Agency and the Regional Democratic Councils, will collectively act as Senior Supplier. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

## Implementation Arrangement

- This project will use the National Implementation Modality (NIM) through the Ministry of Local Government and Regional Development.
- UNDP will be the Partner Entity and the recipient of funds from the BSA.
- The Ministry of Local Government and Regional Development will be fully engaged in the management and implementation processes for the realization of agreed activities.
- The Executive will agree on representatives for the Project Board.
- The Permanent Secretary of the Ministry of Local Government and Regional Development is the assigned representative or focal point for the project.

The arrangement for managing the Solid Waste Management Project is premised on the teamwork principle. As central part of the management approach is the functioning of a **Project Management Unit** which consists of senior technical officers of the Ministry of Local Government and Regional Development who are collectively tasked with providing technical and logistic support to the policy process. This Project Management Unit works under the stewardship of the Permanent Secretary of the Ministry of Local Government and Regional Development. Specifically, the Permanent Secretary is responsible for the following:

- a) overall management of the Project and exercising oversight functions with respect to the implementation of the project;
- b) directing the Project Management Unit on matters of policy - making and the interpretation of policy issues;

- c) giving feedback to the Minister and the Executive of the Project on development of the project and associated issues.

The Project Management Unit has the following general responsibilities:

- a) general responsibility for having an efficient and co-ordinated response mechanism for the project;
- b) providing continuous feedback to the Permanent Secretary during the tenure of the Project;
- c) establishing and maintaining connections with stakeholders and institutional partners during the execution of the project.
- d) Preparing quarterly reports

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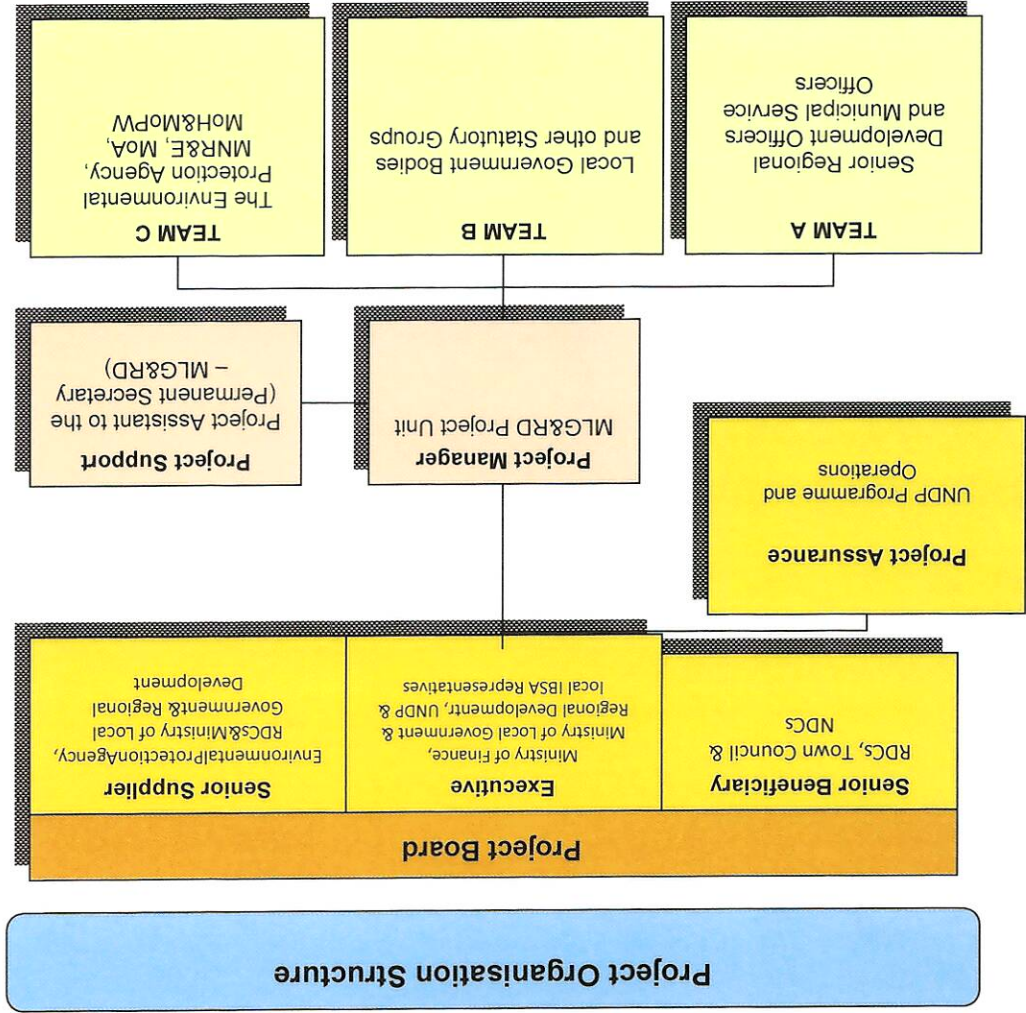
**Commitment to visibility and credit of project partners and stakeholders**

It is also envisaged that all stakeholders in this project will be given due credit for their engagement in this initiative. IBSA partners will be provided with visibility and recognition for their instrumental role supporting this project. Credit will be given to IBSA partners during all public engagements by the project, particularly in interactions with the media, public and academic appearances and presentations, relations with the local community, the Government of Guyana and other institutions. All efforts will be made where appropriate to provide visibility to IBSA and the South-South cooperation elements of this project, this includes branding all machinery and equipment procured under this project with the IBSA logo. In addition all advertisements, flyers, reports, press releases, edutainment videos would be brandishing the IBSA logo within its content.

**Duration 1**

1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015

**PROJECT MANAGEMENT STRUCTURE:**



**Team responsibilities:**

Team 'A' – the in-house core team of the Ministry of Local Government and Regional Development

- To provide an in-house forum for on-going project review and agency level project support.
- To collectively debate emerging project issues with the primary objective of ensuring co-ordinate response and agreed feedback to the Project Management Unit.

Team 'B' – the Community Development Department

- Clarifying project issues and explaining the relevance of the Solid Waste Management Project to communities.
- To provide an information link (based upon information generated by way of the project) with community organizations and Local Authorities engaged in support work for the implementation of the project
- To facilitate community access to resources available by the Government of Guyana for local community development initiatives.

Team 'C' – the inter-agency stakeholder community

- Ensuring that project output takes into account all relevant cross-cutting issues at the inter-agency multi-stakeholder level.

- To ensure that the varied perspectives of the larger stakeholder community are adequately considered in the definition of and representation of solid waste management issues likely to have inter-sectoral or multi-stakeholder ramifications.
- Provide agency support and assist with inter-agency coordination of public consultations, training workshops etc.
- Assist the Local Government Organs to set up the Community Support, particularly by providing briefings and advice to local community groups and assist with coordination of all partnerships.

## V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the Programme and Operations Policies and Procedures (POP) of the UNDP, the project will be monitored through the following:

### During the life of the project

#### Monthly

- **Monthly Progress Report.** The Ministry of Local Government and Regional Development will provide Monthly Progress Reports on the overall implementation of the project to the UNDP.

#### Quarterly

- **Quarterly Progress Report:** The UNDP will provide quarterly reports to the IBSA Fund Board of Directors through its Secretariat at the UN Office for South-South Cooperation on the overall implementation of the project.

### At the end of the project

- **Final Project Review Report.** A Final Project Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Final Review Report shall consist of the Atlas standard format for the QPR covering the whole period with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined targets at the output level.

- **Final Project Review.** Based on the above report, a final project review shall be conducted during the fourth quarter of 2014, to assess the performance of the project and appraise the Annual Work Plan (AWP). This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

|   |  |
|---|--|
| <b>OUTPUT 1:</b> The capacities of municipal and other local government bodies strengthened to improve Solid Waste Management |  |
| <b>Activity Result</b><br>(Atlas Activity ID)   | <i>Purchase of Solid Waste Management Equipment</i>  |
|   | Start Date: 1 April, 2014<br>End Date: 31 October, 2014  |
| <b>Purpose</b>  | The effective collection, transport and disposal of solid waste and other refuse   |
| <b>Description</b>  | <ul style="list-style-type: none"> <li>• Mini Excavators</li> <li>• Compactor Trucks</li> <li>• Industrial Garbage Bins</li> </ul> |
| <b>Quality Criteria</b>   |  |
|   | <b>Quality Method</b>  |
|   | Date of Assessment   |
| <b>The Minimal Required Technical Characteristics</b>   |  |
|   | Procure equipment that have specifications above the minimal required characteristics  |
|   | 31 October, 2014   |

|  |  |
|--|--|
| <b>OUTPUT 2:</b> Solid waste management facilities in select townships and NDCs improved |  |
| <b>Activity Result 2</b><br>(Atlas Activity ID)  | Rehabilitation and Refurbishment of Market Places and Tarmacs  |
|  | Start Date: 1 May, 2014<br>End Date: 31 March, 2015  |
| <b>Purpose</b>   | To address roadside vending which is a precursor of the garbage problem  |
| <b>Description</b>   | <ul style="list-style-type: none"> <li>• Repairs to market places : fencing, gutters, washroom facilities</li> <li>• Refurbishment to markets: extension of buildings, plumbing facilities, painting of buildings</li> <li>• Tarmac repairs: overlaying surface of floors</li> </ul> |
| <b>Quality Criteria</b>  |  |
|  | <b>Quality Method</b>  |
|  | Date of Assessment   |
| <b>Experience of contractor in doing similar type jobs.</b>                              |  |
|  | The details of procurement bid proposal.   |
|  | 31 March, 2015   |

|  |  |
|--|--|
| <b>OUTPUT 3:</b> Greater awareness among the public about good solid waste management practices created. |  |
| <b>Activity Result 3</b><br>(Atlas Activity ID)  | Development and production of IEC materials  |
|  | Start Date: 1 April, 2014<br>End Date: 31 March, 2015  |
| <b>Purpose</b>   | To encourage attitudinal and behavioural changes of citizens and their response to solid waste |

|   |  |   |
|---|--|---|
| Date of Assessment<br>31, March, 2015   | Quality Method<br>Number of markets targeted that visually displays the IEC materials. | Quality Criteria<br>Materials must be circulated in every target region |
| <ul style="list-style-type: none"> <li>• Flyers</li> <li>• Pamphlets</li> <li>• Brochures</li> <li>• News paper publications and advertisement</li> <li>• Banners</li> <li>• Posters</li> </ul> |  | Description   |
| disposal  |  |   |



## VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBA between the Government of Guyana and UNDP, signed on 3 May, 1977.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.