

## United Nations Development Programme

Country: Malawi

## Project Document

<b>Project Title</b>	Waste for Wealth: Promoting a Zero Waste Environment
<b>UNDAF Outcome(s):</b>	1. By 2011 Government policies and local and national institutions effectively support equitable economic growth and the achievement of food and nutritional security while minimising or reversing environmental degradation. Linked to: 3. Increased equitable access to and utilization of quality basic social services by 2011.
<b>Expected CP Outcome(s):</b> <i>(Those linked to the project and extracted from the CP)</i>	1.3 Enhanced conservation of the natural resource base. Linked to: 3.3 Equitable access to and use of safe water supply, sanitation and hygiene in rural and peri-urban areas and promotion of environmental health.
<b>Expected Output(s):</b> <i>(Those that will result from the project)</i>	<ul style="list-style-type: none"> <li>• A public-private partnership management framework for sustainable waste management in Lilongwe City established.</li> <li>• Sanitation and solid waste management at community and city level improved</li> <li>• Waste management-based employment in communities created.</li> <li>• The capacity of key stakeholders in solid waste management enhanced.</li> <li>• A conducive regulatory environment and institutional arrangements to facilitate citywide sustainable solid waste management created as well as permissive regulations to enable women entrepreneurs to compete and win tenders for local service delivery. Women groups and women entrepreneurs empowered for local service delivery.</li> </ul>
<b>Implementing Partner</b>	Lilongwe City Assembly,
<b>Other implementing partners:</b>	Bunda College of Agriculture, Four Season Nurseries, CCODE, SWAM, Community Waste Entrepreneurs, Ministry of Local Government and Rural Development

**Brief Description**

A two-level Public Private Partnership (PPP) will be established in Lilongwe City, Malawi to deliver a waste management service in two low-income communities of Mtandile and Area 25. Firstly Lilongwe City Assembly (LCA) will engage community waste entrepreneurs, especially women's groups, at local level to collect, sort and transfer solid waste. Secondly, LCA will partner with Four Season Nurseries, a large private horticultural company to buy and compost solid waste for organic manure. Two local NGOs – CCODE and SWAM and Bunda College, will be responsible for community mobilisation, capacity development, Bunda College will be responsible for capacity development and research of solid waste management alternatives. It is expected that the project will form an effective framework for a pro-poor PPP in waste management, create employment, improve the urban environment, generate data and information for planning and decision making purposes, build the capacity of waste stakeholders, reduce costs associated with municipal solid waste management at community level and support a conducive regulatory environment for sustainable solid waste management.

Programme Period: 2008-2011

Key Result Area (Strategic Plan):  
Expanding access to environmental and energy services for the poor.

Atlas Award ID: tbd

Start date: July 2009  
End Date: June 2011  
PAC Meeting Date: 5 June 2009

Total resources required	230,000
Total allocated resources:	230,000
• Regular	80,000
• Other:	
o PPP-SD	150,000
o Donor	_____
o Donor	_____
o Government	In-kind
Unfunded budget:	0_____
As In-kind Contributions	personnel, office space, meetings venue, transport

Agreed by Lilongwe City Assembly:

T. Mulula (VPV MULULA - DHSWS) for: CHIEF EXECUTIVE

Agreed by Ministry of Local Government and Rural Development:

Hlabambe (P.H. KASAMBWE) 2009

Agreed by UNDP:

*[Signature]*  
2009



## I. SITUATION ANALYSIS

The City of Lilongwe is the administrative capital of Malawi. It is the largest city in Malawi with a population of 669,000. It is also the fastest growing city in Malawi at 4.3% per annum (National Statistical Office, 2008<sup>1</sup>). This high rate of urbanisation is not supported by a similar growth in municipal services to serve the increasing population. The result is that 66% of the City's population (of which 49% are women) live in informal settlements and other high density areas characterised by poverty and poor access to essential basic urban services such as health, water and sanitation (UN Habitat, 2008).

With a growing population, the amount of solid waste generated is also growing. It is estimated that over 350 tonnes of solid waste is generated daily in the City translating to 0.5kg of waste per capita (Mkwambisi, 2008)<sup>2</sup>. Plastic bags and other inorganic refuse are mixed with organic waste such as food waste and leaves and there is minimal attempt to separate these either at source or at intermediary disposal sites. This approach is weak as some potential waste can be re-cycled or composted.

The current method of collecting waste is door to door collection by the City Assembly refuse freighters. It does not involve community participation nor the private sector. With a limited number of refuse freighters this service is available only to a few and especially in industrial and commercial areas as well as high and medium-income residential areas. The majority of City residents living in low-income urban and peri-urban areas are rarely or not serviced at all by the Lilongwe City Assembly due to limited capacity of the Assembly, poor road infrastructure and the unplanned nature of these areas which mitigate against vehicular based waste collection system...

This results in indiscriminate dumping of solid waste on access roads, open spaces and along streams creating sanitation, health, ecological and urban planning problems in these areas. For example, in the 2008/9 rainy season, Lilongwe has had more cholera cases than any other district in Malawi with 922 cholera cases recorded between November 2008 and January 2009 with the peri-urban areas hardest hit (Ministry of Health 2009). Currently the Lilongwe City Assembly's capacity to properly manage this waste is stretched such that only 30% of the generated waste citywide is collected to the dump site which is also poorly managed.

The problems are compounded by the lack of research, insufficient funding, poor collaboration and networking and lack of community involvement in waste management and related environmental issues. For a long time, the problem of waste and poor sanitation has been reported in the print and electronic media but very little has been done about it.

The current waste management practices are expensive, unsustainable and they do not reach nor benefit the poor and the environment. For example, 80% of the waste can be recycled into organic manure to increase crop production.

Existing waste management systems have failed to recognize the roles that women and youth play in urban environments. Their traditional roles of seeking alternative sources of energy, materials for construction, metal for recycling, re-use or selling are part of the strategies that have not been on the policy agenda. In

<sup>1</sup> National Statistics Office (2008) National Population and Housing Census, Preliminary report. Zomba, Malawi

<sup>2</sup> Mkwambisi, D.D 2008. Urban Agriculture in Malawi: poverty reduction, waste management and institutional barriers. PhD thesis, University of Leeds, United Kingdom

this case, women's cooperation is essential for the long-term success of any project concerning urban services. In Malawian cultures, women are responsible for keeping the home and its immediate environment clean. So disposal of waste is one of their daily tasks.

Furthermore, despite that women are the first and foremost users of urban services such as water supply, sanitation, waste collection, their experience and expertise is rarely recognized. This role of women makes them ideal beneficiaries of this solid waste management project. They usually give improvement of services a higher priority than men. But their voice is seldom heard and their participation in community decision-making is minimal. But women may not only be interested in solid waste management projects as a provision of a service. Also its employment and income generating aspects are of interest.

Despite an increase in unemployment and school drop outs in peri-urban areas, not many young people have discovered the potential of waste to create employment and income. Urban youth can be involved in producing and marketing waste products, raising awareness and environmental education and can also be trained for regular door-to-door waste collection. Waste recycling and re-use involving communities can create employment and help communities to solve local problems. Lilongwe City Assembly operation costs can be reduced and at the same time improve environmental health.

The **'Waste for Wealth'** project is designed to address these issues in the targeted communities. This project will be implemented in the low income settlements of Mtandile (Area 56) whose population is 36,786 of which 17,522 are women and Area 25 whose population is 64,650 and of which 31,486 are women (National Statistical Office, 2008). There is no waste collection service in Mtandile and very limited and irregular waste management service in Area 25. The two locations are located more than 15 km from the City Assembly waste dumping site which would make waste transportation to the dump site very expensive and time consuming. Majority of residents in these locations especially women and youth are poor and unemployed.

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## II. STRATEGY

The Malawi Growth and Development Strategy (MGDS) is the overarching strategy for Malawi for the years 2006 to 2011. The strategy recognises environmental protection as a key part of ensuring environmental sustainability in Malawi. It also recognises the promotion of public private partnerships as a key strategy for an enabling environment for private sector development in Malawi. The Malawi UNDAF aims to support national efforts to achieve the MDGs including the MDG relating to sanitation.

Poor sanitation among others contributes to Malawi's poor health indicators for mothers and children and impact negatively on their livelihood. The UNDAF targets among others peri-urban communities for improved sanitation and hygiene promotion. The National Sanitation Policy (2008) has the mission to ensure that 'all people of Malawi own and have access to improved sanitation facilities, practice safe hygiene, and practice safe recycling of liquid and solid waste for sustainable environmental management and socioeconomic development'. The policy also seeks to promote the participation of private sector, NGOs and CBOs in waste management.

The intervention is to implement an innovative and integrated sustainable waste management project that will have an impact in dealing with issues of source separation of waste, sanitation, environmental education, health, urban food security, poverty alleviation, community participation and capacity development. The aim is to empower residents especially women and the youth who will be trained and supported to sustainably manage household, market and school waste whilst improving their livelihoods and the environment. Further training will be provided for business management and formation of cooperatives that can be registered with formal institutions including the Lilongwe City Assembly. The intervention will be implemented through a partnership composed of Lilongwe City Assembly as the implementing partner, Bunda College for research and capacity development, Four Season Nurseries for recycling/composting the waste and two NGOs - CCODE (in Mtandile) and SWAM (in Area 25) for community mobilisation.

Studies in poor countries have shown that women are often the initiators of a solid waste management project or of general improvement in solid waste management. For instance Muller and Schienberg (2009)<sup>3</sup> indicated that the very definitions of waste and discarded materials may be influenced by the gender of the person making the judgment. Women are key stakeholders in separating waste at source. They carry out

education campaigns on sanitation behaviour, preventive health, environmental problems, and can directly be involved in the management of the system. They can operate and manage a solid waste service as members of a micro-enterprise. Micro-enterprises for waste collection, street sweeping, etc. are often dominated by women (in the City of Lilongwe 90% of street sweepers employed by the city are women). Women can exercise political pressure on local governments and they can act as watchdogs of the community. It is for these reasons that women and also out of school unemployed youth have been targeted by this project.

The project will utilise a combination of awareness creation, capacity development, research, regulatory and business measures embedded in a public private partnership arrangement to assist Lilongwe City Assembly to deliver a sustainable waste management service to its underserved communities. By undertaking this project, local environments will be improved, employment will be created, women will be empowered and crop yield will improve both in rural and urban areas. Waste management information will be made available and accessible to the communities, policies and laws will be reviewed to facilitate integrated and sustainable citywide as well as nationwide solid waste management systems in the medium to long term. The project will use commercial approaches that will transform waste into a valuable resource.

After the initial phase the project will support entrepreneurs to link up with local financial institutions to access capital to grow their businesses as well as expand into other areas of the city. This is important for sustainability of the initiative. This initiative is directly linked to MDG1 (Poverty reduction) as poor communities will generate income from waste and increase food production. It will empower women and youth by making them active participants in decision-making processes as well as participating as entrepreneurs (MDG3) improve health (MDG4 and 6), improve sanitation while conserving the environment and improving lives of slum households (MDG7).

The project will inform and benefit from a solid waste study that Japan International Cooperation Agency (JICA) will be carrying out in the City of Lilongwe. The ISSUE 2 Programme being implemented in Lilongwe will complement the activities of this project by among other things supporting construction of sanitation facilities in one of the target settlements (Mtandile) and targeting the informal recycling sector at the Lilongwe City dumpsite. Although the UNDP/UNCDF supported Local Government Strengthening and Investment Programme (LOGSIP) does not cover Lilongwe, the lessons learnt from the targeted programme districts in areas of local economic development will inform the Lilongwe 'Waste for Wealth' project and vice versa. Furthermore the UNDP/UNCDF supported FIMA programme that aims to promote access to finance by the poor augurs well for the micro-enterprises by improving the possibilities for accessing loans to grow their enterprises.

The participation of an academic institution (Bunda College, University of Malawi) in undertaking capacity development and research activities is an important aspect of this partnership. The institution will use participatory approaches to generate data for decision making and allow communities to appreciate the potential contribution of science to urban sustainability. This approach provides a comprehensive interdisciplinary framework for addressing the problems of managing urban solid waste, in resource constrained countries such as Malawi. In addition, the college will undertake research activities that will provide strategies and technologies in waste recycling and composting including food production, gender analysis and food systems.

#### **Partnership roles**

Lilongwe City Assembly is the local government of the City of Lilongwe with the mandate for waste management. The Assembly will facilitate and provide logistical support for the execution of all project activities. The Assembly will provide the necessary framework for awareness campaigns, advocacy and policy lobbying for permissive regulations and affirmative actions to enable women entrepreneurs to compete and win tenders for local service delivery.

The assembly will facilitate the reviewing and implementing of by-laws that will enable the participation of resources users to be responsible for sustainable waste management and allow the private sector to take an active role in waste management.

Four Seasons Nurseries which is a private horticultural company will be responsible for buying organic waste from community waste entrepreneurs for composting into manure for own use and for sale to farmers and others.



Bunda College is a constituent College of the University of Malawi with a strong research interest in waste and compost. Bunda College will be responsible for capacity building of stakeholders as well as research and experimentation to inform policy and programme interventions. Bunda College research will include baseline, nutrient budget analysis for both solid waste as well as agricultural soils, the nutrient budget for organic fertilisers, to produce different types of organic fertilisers for various plants and customers, potential waste for livestock feed and alternative source of energy from the waste.

Under the project, potential community waste entrepreneurs especially women and out of school unemployed youth will be identified, trained and licensed (by the City Assembly) to operate in the given areas. They will promote separation of organic waste from generation sources, collect and move waste to a transfer centre where it will be sold or composted or recycled.

CCODE and SWAM are the NGOs that work with poor urban communities including the project communities in areas of housing, sanitation and livelihoods. The NGOs will support activities in community mobilisation, awareness creation, working with local community leaders, and monitor the performance of the community waste entrepreneurs.

#### Users/Clients

Beneficiary households will contribute to the sustenance of the solid waste management service by participating in awareness campaigns on proper solid waste management. They will also support sustenance of the initiative by contributing to this service delivery either in cash or, for those too poor to do so, in kind through other services such as sorting waste or delivering the waste to collection sites. Civic education by LCA and the NGOs will support efforts to build and strengthen the culture of proper solid waste management and paying for services.

#### **Co-financing**

- UNDP Malawi – USD80, 000 (to support project management, documentation and municipal policy/bylaw review in support of pro-poor PPP in SWM).
- UNDP PPP-SD – USD150,000
- In kind contribution
- Lilongwe City Assembly –in kind contribution including meeting venues, personnel, office space and transport.(Value \$20,000)
- UN-Habitat – man hours for providing project quality assurance.(Value \$9,000)
- CCODE and SWAM – personnel for CCODE and SWAM staff working on the project.(Value \$10,000)
- Bunda – personnel, office space, computers for data analysis (Value \$7,000)

#### **Project sustainability**

The demand side of the market offered by Four Season Nurseries and others for waste for composting will generate and sustain the supply side to be provided by the organised groups of community waste entrepreneurs.

Service payments in kind or in cash from clients/users will support the sustainability of the initiative.

The project will support community waste entrepreneurs by linking them to finance institutions especially micro-finance institutions to support growth of their businesses.

The institutionalisation of the public private partnership in solid waste management by the Lilongwe City Assembly and the targeting of women who are primary stakeholders in waste will enhance sustainability as well as city wide scaling up of the approach.

Introduction of sanitation clubs in schools will help to build and strengthen good waste management culture not just in schools but also in communities and homes from where the children come.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: 1.3 Enhanced conservation of the natural resource base by 2011.

Linked to: 3.3 Equitable access to and use of safe water supply, sanitation and hygiene in rural and peri-urban areas and promotion of environmental health.

Outcome indicator: Joint programme that integrate governance with poverty (MDG1) and environment (MDG7) developed within UNDP

Baseline: Nil

Target: At least by 2011

<b>INTENDED OUTPUTS</b> <i>(Those that will result from the project)</i>	<b>INDICATIVE ACTIVITIES</b>	<b>RESPONSIBLE PARTIES</b>	<b>INPUTS</b> State the actual inputs and not the cost
<p><b>Output 1</b>  <b>A public-private partnership management framework for sustainable waste management established</b></p> <p>Baseline: No PPP in waste management                      Indicator: Signed MoU between partners by September 2009.</p>	<ul style="list-style-type: none"> <li>• Conduct capacity assessment of the solid waste management industry to review                             <ul style="list-style-type: none"> <li>○ assets and needs for public private partnership management arrangements</li> <li>○ capacity needs of local actors particularly women and youth as well as the recycling and compost markets and their potential to generate revenue</li> </ul> </li> <li>• Hold stakeholder dialogue to share and adapt findings and recommendations</li> <li>• Formulate service delivery agreements between partners involved and broker partnerships</li> <li>• Develop Business and operations plan for sustaining operations of the PPP management model</li> <li>• Implement project management arrangements</li> </ul>	<p>LCA, Bunda, Four Season Nurseries, CCODE, SWAM, UNDP/UN-Habitat</p>	<p>Consultancy, stationery, venue</p>
<p><b>Output 2</b>  <b>Waste management based employment in communities created.</b></p> <p>Baseline: No community waste entrepreneurs</p>	<ul style="list-style-type: none"> <li>• Select community waste entrepreneurs through solicited or unsolicited processes with focus on women and youth</li> <li>• Train community entrepreneurs in solid waste management (including recycling and composting) and in business management.</li> </ul>	<p>CCODE, SWAM, Bunda, LCA, Four Season Nurseries</p>	<p>training, venue, stationery.</p>

<p><b>Indicator:</b> % of waste collection increase by 2011</p> <p>Number of kgs of solid waste sold to Four Season Nurseries by community waste entrepreneurs</p> <p>Number of women that have become waste micro-entrepreneurs by 2011.</p>	<ul style="list-style-type: none"> <li>• Register community entrepreneurial groups as local private associations.</li> <li>• Link community solid waste management entrepreneurs with Four Season Nurseries.</li> </ul>		
<p><b>Output 3</b></p> <p><b>Solid waste management at community level improved</b></p> <p>Baseline: Mbandā – non existent solid waste management service</p> <p>Area 25 – limited solid waste management service</p> <p>Indicators: Illegal waste dumps reduced by 80% by 2011</p> <p>70% of recyclable waste is recycled by 2011</p>	<ul style="list-style-type: none"> <li>• Procure equipment to support waste management schemes and processes</li> <li>• Remove existing illegal dump sites within communities</li> <li>• Design and construct a waste transfer centre in each community</li> <li>• Establish a composting centre</li> <li>• Set up best kept house, zone, market and school competitions</li> </ul>	<p>Community Waste Entrepreneurs (CWE)</p> <p>LCA, Four Season Nurseries</p>	<p>Wheelbarrows, protective clothing, sacks, shovels, rakes, construction materials, contractor, desktop computer and accessories for LCA</p>
<p><b>Output 4</b></p> <p><b>The capacity of key stakeholders in solid waste management developed.</b></p> <p>Baseline: Weak to Non existent capacity</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Number of awareness campaigns conducted in the two communities and attitudinal changes observed</li> <li>- Number of people disaggregated by sex educated through project training events</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out participatory community awareness campaigns on good solid waste management in the two communities targeting particularly women as managers of waste in the household.</li> <li>• Set up and operationalise school sanitation clubs with participation of boys and girls.</li> <li>• Set up and operationalise market and community sanitation committees with at least 50% membership being women.</li> <li>• Develop a marketing strategy for compost manure.</li> <li>• Train community waste entrepreneurs in business plan formulation and link them with financial institutions</li> <li>• Produce a waste training and education manual.</li> <li>• Carry out training programmes for up to 50 community members that include a number of women and youth in each community</li> </ul>	<p>CCODE, SWAM, LCA, Four Season Nurseries, Bunda, Ministry of Local Government and Rural Development (MLGRD)</p>	<p>Stationery, transport, training, venue, publicity, airtickets, DSA</p>

<p><b>Output 5</b>  <b>A conducive regulatory environment and institutional arrangements to facilitate citywide sustainable solid waste management created as well as permissive regulations to enable women entrepreneurs to compete and win tenders for local service delivery.</b>          Baseline: Draft LCA Solid Waste By-Law Indicator: Approved revised LCA Solid Waste By-Law by 2011.</p>	<ul style="list-style-type: none"> <li>• Undertake research programmes on waste and compost manure.</li> <li>• Carry out training of municipal staff in effective monitoring of activities and performance of local solid waste providers</li> <li>• Undertake study tour to Maseru, Lesotho that includes women and youth to learn from a city that has already operationalised a PPP in SWM</li> <li>• Document, develop and disseminate knowledge products and lessons learnt from the project to national and international audience</li> </ul>	<p>LCA, MLGRD</p>	<p>Consultancy, workshop, stationery, venue</p>
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IV. ANNUAL WORK PLAN

Year: 2009

CP Outcome 1.3 Enhanced conservation of the natural resource base.

Linked to: 3.3 Equitable access to and use of safe water supply, sanitation and hygiene in rural and peri-urban areas and promotion of environmental health.

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1</p> <p><b>A public-private partnership management framework for sustainable waste management established</b></p> <p>Baseline: None</p> <p>Indicators: Signed MoU between partners.</p> <p>Targets: by September 2009</p>	<p>Conduct capacity assessment of the solid waste management industry to review</p> <ul style="list-style-type: none"> <li>• assets and needs for public private partnership management arrangements</li> <li>• capacity needs of local actors particularly women and youth as well as the recycling and compost markets and their potential to generate revenue</li> </ul>			X		Bunda	PPP-SD	71300 consultants Local	5,000
	<p>Hold stakeholder dialogue to share and adapt findings and recommendations</p>			X		LCA	PPP-SD	72100 services Contractual	5,000
	<p>Formulate service delivery agreements between partners involved and broker partnerships</p>			X		LCA, Bunda, Four Seasons Ltd	PPP-SD	74100 services Professional	2,000
	<p>Develop Business and operations plan for sustaining operations of the PPP management model</p>			X		LCA, Bunda, Four Seasons Ltd, WASTE	PPP-SD	74100 services Professional 71600 Travel	3,000
	<p>Implement project management arrangements</p>			X	X	UNDP/UN-Habitat	UNDP	71600 Travel 72400 Communication	3,000

<p>Output 2 <b>Waste management based employment in communities created.</b></p> <p><b>Baseline:</b> No community waste entrepreneurs. <b>Indicator:</b> % of waste collection increase by 2011. Number of kgs of solid waste sold to Four Season Nurseries by community waste entrepreneurs. Number of women that have become waste micro-entrepreneurs by 2011. <b>Targets:</b> Licence at least 20 entrepreneurs in the first year.</p>	Select community waste entrepreneurs through solicited or unsolicited processes with focus on women and youth.				X	CCODE, SWAM	PPP-SD	72100 Contractual services	5,000
	Train community entrepreneurs in solid waste management (including recycling and composting) and in business management				X	CCODE, SWAM, Bunda	PPP-SD	72100 Contractual services	5,000
	Register community entrepreneurial groups as local private associations				X	CCODE, SWAM, LCA	PPP-SD	72100 Contractual services	2,000
	Link community solid waste management entrepreneurs with Four Season Nurseries				X	LCA, CCODE, SWAM, Four Season Nurseries	PPP-SD	72100 Contractual services	3,000
<p>Output 3 <b>Solid waste management at community level improved</b></p> <p><b>Baseline:</b> Mtandle – non existent solid waste management service. Area 25 – limited solid waste management service. <b>Indicators:</b> Unregulated waste heaps reduced by 80% by 2011. 70% of recyclable waste is recycled by 2011. <b>Targets:</b> Reduce unregulated waste heaps by 30% in first year.</p>	Procure equipment to support waste management schemes and processes				X	LCA	PPP-SD	72600 Grants 72800 IT Equipment	3,000
	Remove existing illegal dump sites within communities				X	LCA	PPP-SD		5,000
	Design and construct a waste transfer centre in each community				X	LCA	PPP-SD	72300 Materials and goods	3,000
	Support establishment of a composting centre				X	Four Season Nurseries, LCA	PPP-SD	72300 Materials and goods	2,500
	Set up best kept house, zone, market and school competitions				X	LCA	PPP-SD	74500 Miscellaneous	1,000
<p>Output 4 <b>The capacity of key stakeholders in solid waste management developed.</b></p> <p><b>Baseline:</b> Non existent <b>Indicators:</b></p>	Carry out participatory community awareness campaigns on good solid waste management in the two communities targeting particularly women as managers of waste at the household level.			X	X	CCODE, SWAM, LCA	PPP-SD	72100 Contractual services 72400 Communication	5,000

<p>Number of awareness campaigns conducted in the two communities. Number of trainings conducted.</p> <p><i>Targets: At least two awareness campaigns and two trainings in 2009</i></p>	Set up and operationalise school sanitation clubs with participation of boys and girls.				X	CCODE, SWAM, LCA	PPP-SD	72100 services	Contractual	2,000	
	Set up and operationalise market and community sanitation committees.				X	CCODE, SWAM, LCA	PPP-SD	72100 services	Contractual	2,000	
	Carry out training programmes that include business plan formulation for linkage to finance institutions for up to 50 community members that include women and youth in each community			X		X	CCODE, SWAM, Bunda	PPP-SD	72100 services	Contractual	3,000
	Undertake research programmes on waste and compost manure			X		X	Bunda	PPP-SD	72100 services	Contractual	5,000
	Document, develop and disseminate knowledge products and lessons learnt from the project to national and international audience			X		X	Bunda	UNDP	72100 services 72400 Communication	Contractual	2,000
	Carry out trainings of municipal staff in effective monitoring of activities and performance of local solid waste providers			X		X	LCA	PPP-SD	72100 services	Contractual	2,500
	Undertake study tour that includes women beneficiaries to Maseru, Lesotho to learn from a city that has already operationalised a PPP in SWM					X	LCA	PPP-SD	71600 Travel		15,000
<b>TOTAL</b>										<b>81,000</b>	

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**V. BUDGET PROJECTIONS FOR 2010 AND 2011**

Output	Budget projection	
	Year 2010	Year 2011
1. A public-private partnership management for sustainable waste management established	3,000	2,000
2. Waste management based employment in communities created	12,000	5,000
3. Solid waste management at community level improved	47,000	3,000
4. The capacity of key stakeholders in solid waste management developed.	40,000	15,000
5. A conducive regulatory environment and institutional arrangements to facilitate citywide sustainable solid waste management created.	10,000	12,000
Total	112,000	37,000

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**VI. MANAGEMENT ARRANGEMENTS**

The project board shall be composed of Ministry of Local Government and Rural Development, Lilongwe City Assembly, UNDP and UN-HABITAT, The board shall meet quarterly. The project board will be charged with the authority to approve quarterly plans from the project manager and review quarterly progress reports.

**Roles and Responsibilities**

UNDP will be the fund manager. The project will be managed directly under UNDP Malawi's MDG cluster in close collaboration with Governance and Capacity Development clusters and UN-HABITAT's supported work in Lilongwe especially the participatory slum upgrading programme. The 'Lilongwe Waste for Wealth' project will link up with the project to be developed by UNDP '*Enhancing Capacities for Gender Equality and Women Empowerment for Basic Local Service Delivery through Innovative Partnership*' in order to promote the participation of women in solid waste service delivery.

UN-HABITAT will provide the quality assurance.

Lilongwe City Assembly will provide the project manager to oversee the day to day management of project activities. Lilongwe City Assembly will work with Bunda College, CCODE, SWAM and Four Season Nurseries to implement activities.

The Ministry of Local Government and Rural Development will be responsible for providing the policy direction to this process.

**Implementation modality**

Lilongwe City Assembly is the implementing partner. Responsible parties are Bunda College, CCODE, SWAM and Four Season Nurseries. The project will be implemented using the national implementation management arrangement.

**Monitoring and evaluation**

The project will be monitored through project visits (minimum once a quarter), project progress reports, project management meetings, review of financial expenditure reports and project board meetings. An end of project evaluation will be carried out.

**Audit**

Project audit will be carried out in accordance with UNDP National Implementation Management arrangement rules and regulations for projects and harmonised approach to cash transfers (HACT) rules.

**Risks and risk mitigation**Risk

Market availability for compost manure. The sustainability of this project is very much dependent on a viable market for compost manure and other waste.

Mitigation

A marketing strategy will be put in place to popularise the use of compost manure. The Lilongwe City Assembly, itself a potential large user of compost manure for its gardens and parks, will explore the possibility of using compost.

Risk

Government/political willingness to review waste policies and bylaws

Mitigation

Lobbying Government with evidence of what works arising from project experience.

Risk

Inability or unwillingness by clients/users to pay for the service

Mitigation

Where clients/users are unable to pay in cash they will be able to pay in kind. Awareness campaigns will be used to change mindsets on paying for services and review of the solid waste regulatory environment will help to formalise and enforce a payment regime for services.

Risk

Handling waste could pose health threats to the handlers.

Mitigation

Waste handlers will be provided with protective clothing as well as training in safe handling of waste.

**Country: Malawi**  
**2009 Annual Work Plan**

**Project Title**

Waste for Wealth: Promoting a Zero Waste Environment

**UNDAF Outcome(s):**

1. By 2011 Government policies and local and national institutions effectively support equitable economic growth and the achievement of food and nutritional security while minimising or reversing environmental degradation.  
Linked to: 3. Increased equitable access to and utilisation of quality basic social services by 2011.

**Expected CP Outcome(s):**

1.3 Enhanced conservation of the natural resource base.  
Linked to: 3.3 Equitable access to and use of safe water supply, sanitation and hygiene in rural and peri-urban areas and promotion of environmental health.

**Expected Output(s):**  
*(Those that will result from the project)*

- A public-private partnership management framework for sustainable waste management in Lilongwe City established.
- Sanitation and solid waste management at community and city level improved
- Waste management-based employment in communities created.
- The capacity of key stakeholders in solid waste management enhanced.
- A conducive regulatory environment and institutional arrangements to facilitate citywide sustainable solid waste management created as well as permissive regulations to enable women entrepreneurs to compete and win tenders for local service delivery. Women groups and women entrepreneurs empowered for local service delivery

**Implementing Partner**

Lilongwe City Assembly,

**Other Implementing partners:**

Burda College of Agriculture, Four Season Nurseries, CCODE, SWAM, Community Waste Entrepreneurs, Ministry of Local Government and Rural Development



**Brief Description**

A two-level Public Private Partnership (PPP) will be established in Lilongwe City, Malawi to deliver a waste management service in two low-income communities of Mtandile and Area 25. Firstly Lilongwe City Assembly (LCA) will engage community waste entrepreneurs, especially women's groups, at local level to collect, sort and transfer solid waste. Secondly, LCA will partner with Four Season Nurseries, a large private horticultural company to buy and compost solid waste for organic manure. Two local NGOs – CCODE and SWAM and Bunda College, will be responsible for community mobilisation, capacity development, Bunda College will be responsible for capacity development and research of solid waste management alternatives. It is expected that the project will form an effective framework for a pro-poor PPP in waste management, create employment, improve the urban environment, generate data and information for planning and decision making purposes, build the capacity of waste stakeholders, reduce costs associated with municipal solid waste management at community level and support a conducive regulatory environment for sustainable solid waste management.

Programme Period:	2008-2011
Key Result Area (Strategic Plan):	Expanding access to environmental and energy services for the poor.
Atlas Award ID:	00057696
Start date:	July 2009
End Date	June 2011
PAC Meeting Date	5 June 2009

Total resources required	230,000
Total allocated resources:	230,000
• Regular	80,000
• Other:	
o PPP-SD	150,000
o Donor	
o Donor	
o Government	In-kind
Unfunded budget:	0
In-kind Contributions	personnel, office space, meetings venue, transport

Agreed by Lilongwe City Assembly:

*TRILE* (VPV MURUA - DHSUS) for: CHIEF EXECUTIVE.

Agreed by Ministry of Local Government and Rural Development:

*Phelobandwe* (P.A. KARAME)

Agreed by UNDP:

*[Signature]*



1. ANNUAL WORK PLAN

Year: 2009

CP Outcome 1.3 Enhanced conservation of the natural resource base.

Linked to: 3.3 Equitable access to and use of safe water supply, sanitation and hygiene in rural and peri-urban areas and promotion of environmental health.

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 <b>A public-private partnership management framework for sustainable waste management established</b>  Baseline: None  Indicators: Signed MoU between partners  Targets: by September 2009.	<p>Conduct capacity assessment of the solid waste management industry to review</p> <ul style="list-style-type: none"> <li>▪ assets and needs for public private partnership management arrangements</li> <li>▪ capacity needs of local actors particularly women and youth as well as the recycling and compost markets and their potential to generate revenue</li> </ul> <p>Hold stakeholder dialogue to share and adapt findings and recommendations</p> <p>Formulate service delivery agreements between partners involved and broker partnerships</p> <p>Develop Business and operations plan for sustaining operations of the PPP management model</p> <p>Implement project management arrangements</p>			X		Bunda	PPP-SD	71300 consultants  Local	5,000
				X		LCA	PPP-SD	72100 Contractual services	5,000
			X			LCA, Bunda, Four Seasons Ltd	PPP-SD	74100 Professional services	2,000
			X			LCA, Bunda, Four Seasons Ltd, WASTE	PPP-SD	74100 Professional services 71600 Travel	3,000
			X	X		UNDP/UN-Habitat	UNDP	71600 Travel 72400 Communication	3,000

Output 2 <b>Waste management based employment in communities created.</b>  <b>Baseline:</b> No community waste entrepreneurs. <b>Indicator:</b> % of waste collection increase by 2011. Number of kgs of solid waste sold to Four Season Nurseries by community waste entrepreneurs. Number of women that have become waste micro-entrepreneurs by 2011. <b>Targets:</b> Licence at least 20 entrepreneurs in the first year.	Select community waste entrepreneurs through solicited or unsolicited processes with focus on women and youth.				X		CCODE, SWAM	PPP-SD	72100 services	Contractual	5,000
	Train community entrepreneurs in solid waste management (including recycling and composting) and in business management				X		CCODE, SWAM, Bunda	PPP-SD	72100 services	Contractual	5,000
	Register community entrepreneurial groups as local private associations				X		CCODE, SWAM, LCA	PPP-SD	72100 services	Contractual	2,000
	Link community solid waste management entrepreneurs with Four Season Nurseries				X		LCA, CCODE, SWAM, Four Season Nurseries	PPP-SD	72100 services	Contractual	3,000
Output 3 <b>Solid waste management at community level improved</b>  <b>Baseline:</b> Mlandile – non existent solid waste management service. Area 25 – limited solid waste management service. <b>Indicators:</b> Unregulated waste heaps reduced by 80% by 2011. 70% of recyclable waste is recycled by 2011.  <b>Targets:</b> Reduce unregulated waste heaps by 30% in first year.	Procure equipment to support waste management schemes and processes				X		LCA	PPP-SD	72600 Grants 72800 IT Equipment		3,000
	Remove existing illegal dump sites within communities				X		LCA	PPP-SD			5,000
	Design and construct a waste transfer centre in each community				X		LCA	PPP-SD	72300 Materials and goods		3,000
	Support establishment of a composting centre				X		Four Season Nurseries, LCA	PPP-SD	72300 Materials and goods		2,500
Output 4 <b>The capacity of key stakeholders in solid waste management developed.</b>  <b>Baseline:</b> Non existent <b>Indicators:</b>	Set up best kept house, zone, market and school competitions				X		LCA	PPP-SD	74500 Miscellaneous		1,000
	Carry out participatory community awareness campaigns on good solid waste management in the two communities targeting particularly women as managers of waste at the household level.				X		CCODE, SWAM, LCA	PPP-SD	72100 services 72400 Communication	Contractual	5,000

Number of awareness campaigns conducted in the two communities. Number of trainings conducted.  Targets: At least two awareness campaigns and two trainings in 2009	Set up and operationalise school sanitation clubs with participation of boys and girls.			X		CCODE, SWAM, LCA	PPP-SD	72100 services	Contractual	2,000
	Set up and operationalise market and community sanitation committees.			X		CCODE, SWAM, LCA	PPP-SD	72100 services	Contractual	2,000
	Carry out training programmes that include business plan formulation for linkage to finance institutions for up to 50 community members that include women and youth in each community			X	X	CCODE, SWAM, Bunda	PPP-SD	72100 services	Contractual	3,000
	Undertake research programmes on waste and compost manure			X	X	Bunda	PPP-SD	72100 services	Contractual	5,000
	Document, develop and disseminate knowledge products and lessons learnt from the project to national and international audience			X	X	Bunda	UNDP	72100 services 72400 Communication	Contractual	2,000
Carry out trainings of municipal staff in effective monitoring of activities and performance of local solid waste providers			X		LCA	PPP-SD	72100 services	Contractual	2,500	
Undertake study tour to Maseru, Lesotho to learn from a city that has already operationalised a PPP in SWM				X	LCA	PPP-SD	71600 Travel			15,000
<b>TOTAL</b>										<b>81,000</b>

## **MINUTES OF THE LOCAL PROJECT APPRAISAL COMMITTEE MEETING FOR *THE LILONGWE WASTE FOR WEALTH PROJECT* HELD ON 5 JUNE 2009 AT UNDP OFFICES, LILONGWE**

### **Introduction**

The meeting was co-chaired by the Planning Advisor in the Ministry of Local Government and Rural Development Mr Mike Moyo and the Assistant Resident Representative of the UNDP Dr Agnes Chimbiri. In her opening remarks, the Assistant Resident Representative explained that the Local Project Appraisal Committee (LPAC) meeting was a UNDP procedure for approving a project. The LPAC is intended as an independent check point in the process, to review the Project Document. The LPAC recommends to either continue to develop the project, change it, or stop it altogether. She explained that the LPAC reflects a participatory process involving stakeholders and thanked all those who had come to the meeting.

### **Presentation of the draft Lilongwe Waste for Wealth project document**

Mrs S. Nkhoma of CCODE which is one of the responsible parties in implementation of this project made a detailed presentation of the project document. She explained that the project was designed to promote a pro-poor public private partnership in managing waste in an integrated and sustainable way to benefit poor communities and the environment.

### **Comments and observations from stakeholders**

A number of observations and comments by stakeholders were made. Some were already addressed in the project document and others including the health risk of waste handlers and ensuring that school going youth were not involved as community waste entrepreneurs were recommended to be spelt out in the project document. Annex 1 outlines the comments and observations made at the meeting.

### **Closing remarks**

The Planning Advisor in the Ministry of Local Government and Rural Development advised the meeting that this project is coming at the right time when waste management in the urban areas is increasingly becoming a real challenge for the municipal authorities and communities. He explained that the Ministry is planning to prepare model bylaws on service delivery including solid waste and this project is coming at the right time to inform and support that process.

### **Recommendation**

The meeting unanimously agreed to approve the project subject to the inclusion in the project document of the issues on health risks of waste handlers and defining youth to be involved as outlined in Annex 1 below.

## Annex 1: Observations and Comments

Observations/comments	LCA/Stakeholder response	Recommended action	Responsible institution
<p>A member of the beneficiary community welcomed the project and asked for</p> <ul style="list-style-type: none"> <li>• training of the community in waste processes as well as business enterprise</li> <li>• The city assembly to support communities in finding additional markets for waste products</li> <li>• Need for a shed and equipment to support waste handling</li> <li>• Community groups should be supported to diversify into activities such as horticultural production using organic fertilizers they would be producing</li> </ul>	<p>It was explained that these issues are central to the project and have been addressed in the project document</p>		
<p>Concern was expressed on the possible health impact on those handling waste</p>	<p>It was explained that the project provides for procurement of protective clothing for those who will be handling waste</p>	<p>It was recommended that this should be captured as a risk in the prodoc</p>	<p>LCA</p>
<p>Clarification was sought on the youth to be involved in this project to ensure that school going children are not involved in community waste enterprises</p>	<p>Youth to be involved in community waste enterprises are only out of school youth. School going children will participate in the school sanitation clubs within their schools.</p>	<p>This to be made clear in the prodoc</p>	<p>LCA</p>
<p>It was emphasized that good waste management can only come about with attitudinal change towards waste and this requires a lot of civic awareness</p>	<p>Civic awareness on waste management is a central pillar of this project as reflected in the prodoc</p>		<p>LCA, CCODE, SWAM</p>
<p>The quality of the manure to be produced by community entrepreneurs will have to be of a quality that will compete well on the market</p>	<p>The participation of Bunda College of Agriculture in this project is designed to,</p>		<p>LCA, Bunda</p>



	among other areas, address this issue		
Concern was expressed that as the project targets generally poor communities, there may not be adequate waste generated by the poor to sustain it.	It was explained that the poor generate considerable waste most of it being organic waste as can be seen from the heaps of waste along roads, tracks, streams and open spaces in these communities		
The idea of encouraging a policy on paying for municipal services was welcomed as it would support sustainability of these activities as well as capacitate the city assembly to deliver better services	This project will be promoting this through the pilot and the review of the regulatory framework		MLGRD, LCA
On plastic waste, it was advised that St Gabriel's Hospital in Namitete has a facility for incinerating plastics	It was explained that there are companies in Lilongwe and Blantyre who are buying plastics for recycling		

## **Annex 2: Members present**

Mr G.P. Chilinde, Ministry of Lands and Natural Resources

Mr M. Moyo, Ministry of Local Government and Rural Development

Mr M.K. Makina, Ministry of Agriculture and Food Security

Mr K. S. Chirwa, Ministry of Housing and Urban Development

Mr M. Chiluzi, Ministry of Youth Development and Sports

Mrs S. Nkhoma, Centre for Community Organisation and Development

Mrs C. Mbale, Malawi Homeless People's Federation (Mtandile)

Mrs M. Chimombo, Malawi Homeless People's Federation (Mtandile)

Mr W. Khamula, GTZ

Mr P. Nyirenda, Environmental Affairs

Mr P. Chiwere, Lilongwe City Assembly