

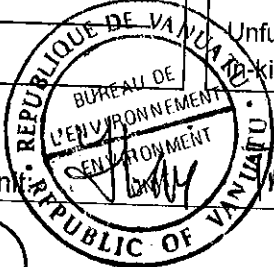
Country: Vanuatu
Project Document

UNDAF Outcome(s):	<p>The mainstreaming of environmental sustainability and sustainable energy into regional and national policies, planning frameworks and programmes; and</p> <p>Pacific communities sustainably using their environment, natural resources and cultural heritage.</p>
Expected CP Outcome(s):	<p>Environmental sustainability and sustainable energy are mainstreamed into regional and national policies, planning frameworks and programmes.</p> <p>Vanuatu communities effectively manage and sustainably use their environment, as well as natural and cultural resources.</p>
Expected CPAP Output(s):	<p>Environmental policy, legislative and management frameworks developed for improved implementation of relevant legislation relating to natural resources including affordable renewable energy and mainstreamed into national plans and budgets.</p> <p>Strengthened capacities at national and provincial levels including indigenous governance systems and resource owners for informed equitable participation in the use and management of natural resources including risk reduction from natural and manmade hazards.</p>
Implementing Partner:	Vanuatu Environment Unit
Responsible Parties:	UNDP Multi-Country Office (MCO) – Fiji Vanuatu Environment Unit Consultant Council of Regional Organisations of the Pacific

Brief Description

The aim of the Project is to establish a sustainable recycling system in Vanuatu and raise the environmental awareness of ni-Vanuatu. The objective of the Preparatory Assistance (PA) Phase of the Project is to evaluate the logistics, costs and feasibility of establishing solid waste management facilities in both Port Vila, the capital of Vanuatu, and Luganville, another main centre in Vanuatu. The objectives of Phase II of the Project are to support the development and enactment of a Container Deposit Legislation; to establish a solid waste management facility and associated collection arrangement within Port Vila and Luganville; to increase public awareness of the environmental degradation due to waste; to prevent further degradation of the environment and loss of biodiversity within Vanuatu; to reduce the volume of waste being disposed of; and to generate an alternative source of income and improve the livelihood of ni-Vanuatu, inclusive of women. The solid waste management initiative is a joint undertaking of the National Government of Vanuatu and the United Nations Development Programme (UNDP), which will be developed into a sustainable mechanism for recycling and managing container deposit funds. Phase II of the Project will only be undertaken should the findings of the Preparatory Assistance Phase indicate that it is feasible to progress to Phase II.

Programme Period:	2008 - 2012	Estimated 2008 budget:	US\$25,000
CPAP Programme Component:	TRAC	Total resources required:	US\$25,000
Project Title:	Preparatory Assistance Phase for Vanuatu Solid Waste Recycling Facility	Total allocated resources:	US\$25,000
Atlas Award ID:		• Regular:	US\$25,000
Start Date:	1st May 2008	• Other:	
End Date:	31st July 2008	○ Donor:	_____
PAC Meeting Date:		○ Donor:	_____
		○ Donor:	_____
		○ Government:	_____
		Unfunded budget:	N/A
		Kind Contributions:	N/A



Agreed by Vanuatu Environment Unit: RINKSON TARI, ACTING DIRECTOR, 22/05/08

Agreed by UNDP:

Narrative

Part I. Situation Analysis

Background

The Government of Vanuatu recognizes the importance of environmental considerations in national development by incorporating the need for environmental protection in its national development strategy. Vanuatu's Environment Management and Development Plan will involve the development of legislation for Environmental Impact Assessment (EIA), pollution and waste management and the protection and management of biodiversity and water resources. The enforcement of this legislation would ensure that future development in Vanuatu is environment-friendly, waste management practices improved, biodiversity and water resources are protected and conserved, and information management in the environment sector improved.

The steady growth of Vanuatu's population at 2.6% per year and rapid expansion of urban areas place increasing pressure on the environment and urban infrastructure in the two main urban centers of Vanuatu: Port Vila (main capital) and Luganville (old capital). Vanuatu's total population is estimated at 186,678 and of these ~16% (29,356) reside in Port Vila, while ~6% (10,738) reside in Luganville.

Maintaining the urban environment of Port Vila and Luganville remain crucial for sustaining tourism growth. Most communities recognize the crucial need to properly manage and safely dispose of solid waste therefore, an assessment of how this can be conducted in the most efficient, environmentally-friendly and hygienic way is a high priority for many islands of Vanuatu.

Similar to most Pacific people, ni-Vanuatu rely heavily on their fragile terrestrial, coastal and marine environments for their livelihoods and way of life, and these very environments are increasingly under threat. A comprehensive study on "Waste Characterization and Audit" conducted in Port Vila in 1999 determined that Vanuatu has an urgent need to improve its solid waste management practices. If left unaddressed, significant environmental health impacts would likely affect key sectors such as: (i) fisheries, an important economic resource which can easily be affected by pollution; (ii) tourism, an important economic strategy which relies on the protection of the enchanting environment; and (iii) human health, imposing high cost to health care due to contamination of groundwater lens and outbreak of infectious diseases. The comprehensive study's ranking of various waste management options against cost, social, environmental and technical criteria showed that the following were the most preferred options: glass recycling, legislation to tax or ban products, reuse, home composting, PET recycling, education programme, media campaign, segregation at source, recycling overseas, paper recycling, metal recycling and disposal to landfill.

As one of Vanuatu's development partners, UNDP is guided by programmatic interventions contained in the United Nations Development Assistance Framework (UNDAF) and the Multi-Country Programme Document 2008-2012. This resulted from in-country consultations that identified four thematic outcomes that could be supported by UNDP. In the fourth outcome of Sustainable Environmental Management, supporting capacity of environmental services for protection of marine, land and water resources was identified as one of the key outputs. One of the corresponding indicators was that self-sustaining solid waste management systems be established and operational.

The proposed project is fully in line with Vanuatu's national development objectives, its national strategy for the implementation of the Pacific Regional Waste Action Plan and its pursuit of improving natural resource management and promoting environmental sustainability. The Government of Vanuatu through its Priorities and Action Agenda (PAA), for 2006 – 2015, recognizes three key priorities and strategies to: (i) improve sewage treatment and reduce pollution in the harbour and lagoons near urban centres; (ii) conduct an assessment of solid waste

management; and (iii) prepare a development plan for beautifying Port Vila. Additionally, the government had recently adopted a new environmental legislation which makes reference to waste management.

UNDP's Experience with Solid Waste Management

UNDP has assisted Kiribati and the Federated States of Micronesia to establish recycling operations financed through the Container Deposit Legislation (CDL) system during the current programming cycle. The CDL is a recognized tool for managing solid waste, which incorporates the principles of Extended Producer Responsibility (EPR) and Product Stewardship. The leverage occurs from capturing the high value of a recovery of most of the aluminium component through giving the beverage containers a value using a deposit system. This approach is used in many countries as a waste management strategy, and has proved very successful. The Project that created the Kiribati system was financed through its implementation stage by UNDP and part of the project specification was to produce a model that could be used in other Pacific Island Countries (PICs). To date, this model has been replicated in two states of the Federated States of Micronesia (Pohnpei and Yap).

Part II. Scope and Strategy

In compliance with its obligation as a Party to the various international and regional waste agreements (such as the Waigani Convention and the Pacific Regional Waste Strategy), the Government of Vanuatu is in the process of drafting its Waste Management Bill. The proposed PA project will assist with current efforts necessary for approval of the Waste Management Bill, by raising the profile of solid waste management at the community level.

The strategy for the PA phase is to evaluate the logistics, costs and feasibility of establishing a recycling project in Vanuatu. The intention is to propose to the government that the Container Deposit Legislation would provide the financial and material flows required to operate a comprehensive recycling system for Vanuatu, it requires no external financing once established, and can be operated as a business under contract to Government.

The purpose of the Preparatory Assistance (PA) Project is to: 1) develop a project proposal, based on results of an evaluation of the logistics, costs and feasibility of establishing a recycling project in Vanuatu, based on CDL; and 2) develop a resource mobilization plan that is agreed to by key players. These would enable Vanuatu to address challenges such as:

- Reverse the ongoing accumulation of waste in the sea, beaches and other land areas of the islands of Vanuatu;
- Develop a financially sustainable recycling project that provides employment to the people of Vanuatu; and
- Through privatization, produce a model of the Private Sector providing public services to Vanuatu.

The establishment of a solid waste recycling facility in Vanuatu involves the following approach:

- Develop a financially sustainable recycling operation which in turn, provides employment to ni-Vanuatus;
- Recover resources from the waste stream, and reduce the effort required by Government to collect and landfills wastes;
- Produce an example of the Private Sector providing public services under contract to the Vanuatu Government; and
- Reverse the ongoing accumulation of waste in the sea, beaches and other land areas of the islands of Vanuatu.

I. ANNUAL WORK PLAN BUDGET SHEET

Year: 2008

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME Q1, 2008 – Q4, 2008				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2008	Q2 2008	Q3 2008	Q4 2008		Funding Source	Budget Description	Amount USD
<p>Output 1: Container Deposit Legislation project document and resource mobilisation plan developed and agreed to by key stakeholders for managing solid waste in Vanuatu.</p> <p><i>Baseline:</i> Profile of solid waste management is very low at the community level. Government is drafting a Waste Management Bill. Partners and resources exist to execute a solid waste management project, however there is no coordination of resources to date.</p> <p><i>Indicator:</i> One project proposal, one round table to present outcomes of feasibility study to Government and civil society, one round table to identify resource partners and resources committed in writing by partners by July 2008.</p> <p><i>Targets:</i> Logistics, costs and feasibility of establishing a recycling project in Vanuatu assessed, based on the Container Deposit Legislation system. Establishment of resource owner networks to enable effective implementation of the solid waste management strategy.</p> <p><i>Related CP Outcome:</i> Environmental sustainability and sustainable energy are mainstreamed into regional and national policies, planning frameworks and programmes; and Vanuatu communities effectively manage and</p>	1. Container Deposit Legislation project document developed for managing solid waste in the two urban centres of Vanuatu (Port Vila and Luganville).								
	1.1 Background Information Collected					TRAC	71600 Travel	5,605	
	- Recruit Solid Waste Expert Consultant to research issues on establishment of suitable Container Deposit Legislation for Vanuatu;	X				UNDP Fiji MCO, Vanuatu Environment Unit	71400 Contractual Services	5,000	
	- Identify past studies in the Pacific region relevant for establishing recycling system in Vanuatu;	X				Consultant, UNDP Fiji MCO, Vanuatu Environment Unit			
	- Analyse and re-validate data from previous waste characterisation/studies in Vanuatu;	X				Consultant			
- Research and estimate quantities and types of recyclable materials likely available within main centres of Vanuatu;	X				Consultant				
- Collect imports data and analyse for indication on material flows for recycling;	X				Consultant				
1.2 Design Suitable System							71400 Contractual Services	4,000	
- Identify waste materials that can be re-used locally as separate from waste materials to be collected for export;	X				Consultant, Vanuatu Environment Unit,				
- Design recycling collection points for collection of	X				Consultant				

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME Q1, 2008 – Q4, 2008				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2008	Q2 2008	Q3 2008	Q4 2008		Funding Source	Budget Description	Amount USD
sustainably use their environment, as well as natural and cultural resources	recyclables from communities; - Identify suitable equipment required; - Identify possible markets for materials collected for recycling and shipping costs to markets identified;		X			Consultant Consultant, CROP			
	1.3 Develop a Project Proposal - Develop a Project Implementation Plan for practical and logistical elements of recycling program; - Present outcomes to civil society and relevant Government authority for feedback on proposed strategy; - Finalise proposal using UNDP format and inform UNDP on appropriate/possible resource mobilisation strategy (once approved by Government);		X			Consultant Consultant, UNDP Fiji MCO, Vanuatu Environment Unit Consultant	TRAC	71400 Contractual Services 74500 Miscellaneous	4,000 1,000
	2. Resource Mobilisation Plan Agreed to By Key Stakeholders								
	2.1 Capacity Building - Develop synergies and complementarities between ongoing legislative work on Waste Management Act and other national legislations; - Identify and collaborate with ongoing initiatives on solid waste management and current recycling activities within Vanuatu; and - Identify possible partnerships with local organisations for a successful recycling operation.			X		UNDP Fiji MCO, Vanuatu Environment Unit Consultant Consultant		71400 Contractual Services	2,000

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME Q1, 2008 – Q4, 2008				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2008	Q2 2008	Q3 2008	Q4 2008		Funding Source	Budget Description	Amount USD
	2.2 Collaboration with Partners - Identify types of media available for public awareness program associated with recycling, and cost of relevant media campaign activities; - Outline elements of public awareness campaign to compliment establishment of recycling operation; - Identify key partners and convene dialogue; - Agreement of partners on resource mobilisation strategy.			X		Consultant, CROP, Vanuatu Environment Unit	TRAC	71400 Contractual Services	2,395
				X		Consultant, UNDP Fiji MCO, Vanuatu Environment Unit		74500 Miscellaneous	1,000
				X		UNDP Fiji MCO, Vanuatu Environment Unit			
				X		UNDP Fiji MCO			
TOTAL									25,000

II. MANAGEMENT ARRANGEMENTS

Roles and Responsibilities

Establishing an effective project management structure is crucial for the project's success. The project has need for direction, management, control and communication and has been designed according to the following project organisation structure.

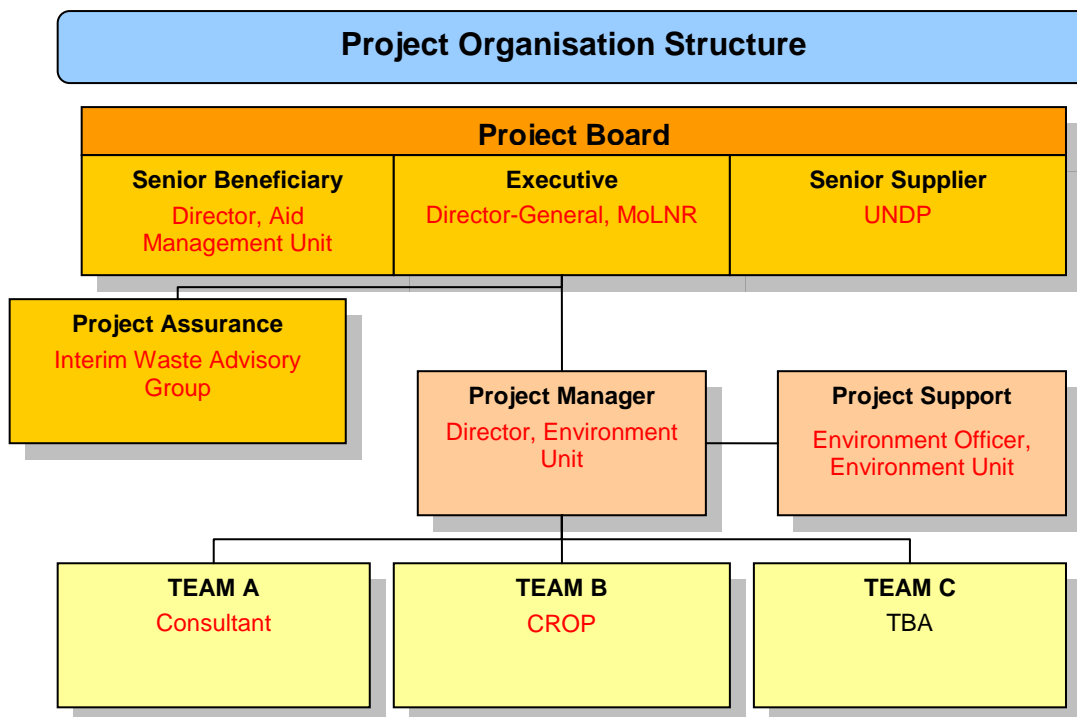


Figure 1: Project Organisation Structure

As explained in Annex 3 and illustrated in Figure 1 above, a Project Board will be responsible for making executive management decisions for the project and will comprise of the **Director-General of the Ministry of Lands and Natural Resources (MoLNR)** as the Executive to chair the group, the **UNDP** as Senior Supplier to provide guidance on the technical feasibility of the project, and the **Director of the Aid Coordination Unit of the Ministry of Foreign Affairs** as the Senior Beneficiary to ensure the realization of project benefits from the beneficiaries' viewpoint. This group shall provide guidance to the Project Manager, the **Director of the Environment Unit** when needed including project revisions. Reviews by this group to ensure quality programming is undertaken are to be made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when project tolerances have been exceeded.

The **Vanuatu Environment Unit** will be the executing agency for the project and will have responsibility for facilitating project coordination with other relevant departments, agencies and organizations in Vanuatu. The **Vanuatu Environment Unit** will ensure the timely and effective delivery of project outputs and the proper use of project resources.

The Project Manager will be responsible to the UNDP and to the Project Assurance body, the Interim Waste Advisory Group (comprised of Environment Unit, Port Vila Municipality, Vanuatu Quarantine and Inspection Service and Directorate of Public Health)), for the effective implementation of the project. The **Vanuatu Environment Unit** will appoint its **Senior Pollution Control Officer/Global Programme of Action to protect the Marine Environment from Land-based Activities (GPA) Coordinator** as the National Project Coordinator (NPC) who will be largely responsible for the overall planning and implementation of the project, coordination with the

Project Manager and other stakeholders and for the preparation of reports (including financial reports) to UNDP and the Interim Waste Advisory Group. As far as possible, consideration of previous and ongoing projects, studies and reports relating to renewable energy technologies will be considered. A **Consultant** and the **Council of Regional Organisations of the Pacific (CROP)** will report to the Project Manager. The Terms of Reference (ToR) for the Consultant is presented in Annex 2.

Financial Arrangements

The Preparatory Assistance (PA) Phase of the Project will be Nationally Executed (NEX) by the National Government of Vanuatu through the Environment Unit, where the focal point of contact will be the Director for the Environment Unit. The Environment Unit will:

- Be responsible for the financial control of the project through the NEX modality of UNDP. UNDP will administer the budgetary requirements for the National Government of Vanuatu;
- Sign-off on all budget and work-plan revisions;
- Work with the project and assume responsibility for entering into necessary work arrangements with other national, state and regional organisations for efficient and effective project implementation;
- Support the project by providing guidance and authority to engage services consistent with the objectives of the project; and
- Receive advances equivalent to the financial needs of the project as indicated in the quarterly work plans provided.

Funds will be released to the **Development Account of the Vanuatu Government with the Reserve Bank of Vanuatu**. The Environment Unit will be responsible for the initial warrant and disbursement of funds in accordance with the work plan and project document. Further cash advances will be contingent upon timely reporting of expenditure by the **Environment Unit** to the UNDP Fiji MCO.

III. MONITORING FRAMEWORK AND EVALUATION

On-going project monitoring will be provided in accordance with the programming policies and procedures outlined in the UNDP User Guide and will be provided on an ongoing basis by the UNDP Fiji Multi-Country Office. As this is a Preparatory Assistance Project for duration of three months the usual requirement for Tripartite Review meetings, Project Steering Committee meetings and Annual Progress Reports are not required since the project duration is less than 1 year and it is not an Enabling Activity (EA) project. A final project document that is agreeable with the national government is the main indicator for monitoring the progress of the project.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the project duration:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management Table below. Due to the short duration of this project, it is anticipated that only one quality assessment will need to be undertaken.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot. Due to the short duration of this project, it is anticipated that only one QPR will need to be prepared.
- A project Lesson Learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons Learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Quality Management for Project Activity Results

OUTPUT 1: CDL Project Document Developed and Resource Mobilisation Plan Agreed to by Key Partners		
Activity Result 1 (Atlas Activity ID)	CDL Project Document Created	Start Date: May 2008 End Date: July 2008
Purpose	To obtain an understanding of the current situation relating to waste aluminium cans and PET bottles in Vanuatu, to design a recycling system that would be sustainable in Vanuatu and to develop a proposal for the implementation of the recycling system.	
Description	Planned actions are outlined in the AWP and include reviewing past studies relevant to establishing a recycling system in Vanuatu, validating waste characterisation studies and determining waste flows for aluminium cans and PET bottles, identifying waste materials that can be re-used locally as separate to those to be packed for export, designing satellite collection points, identifying suitable equipment required, identifying markets for materials to be exported and associated shipping costs, developing an implementation plan for practical and logistical elements of the recycling program, presenting the draft to stakeholders for feedback, finalisation using the UNDP format and informing UNDP of a mobilisation strategy.	
Quality Criteria <i>How / with what indicators will the quality of the activity result be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Waste characterisation survey is recent.	Survey data should not be more than four years old and if it is then the data should be re-validated.	June 2008
Estimates of quantities and types of recyclable materials likely to be available is representative.	Survey size should be shown to be statistically large enough to be representative and imports data should be collected from at least the last year to show seasonal variation.	June 2008
Satellite collection points are at distances from communities that still makes it economical for them to return their beverage containers there.	The cost of fuel to transport the containers to a collection point is compared to the value of the refund received for returning the containers.	June 2008
Equipment recommended is suitable and available.	Equipment information sheets are provided for the recommended equipment that show they can crush and pack the types and volume of containers estimated to be collected. Transport to Vanuatu should be shown to be available.	June 2008
Markets identified for export of materials ensures sustainable operation.	Calculations to be shown that the value of the packed beverage containers is greater than all associated labour and expense costs to collect, pack and ship the containers.	June 2008
Civil society and government is given the opportunity to comment on the plan.	A register of people asked to provide feedback should be compiled. Feedback forms should be compiled	June 2008

	and filed with project documents.	
Plan meets UNDP requirements.	UNDP to review plan and provide written comment, also to be filed with the project documents.	June 2008

OUTPUT 1: CDL Project Document Developed and Resource Mobilisation Plan Agreed to by Key Partners		
Activity Result 2 (Atlas Activity ID)	Resource Mobilisation Plan Agreed to By Key Stakeholders	Start Date: May 2008 End Date: July 2008
Purpose	To work with the Government of Vanuatu to recognise areas where capacity building is required in legislatively managing solid waste, to build the Government's relations with organisations in the community who are currently managing solid waste and to utilise the knowledge and resources of others.	
Description	Planned actions are outlined in the AWP and include developing synergies between existing legislation and the Waste Management Act, collaborating with existing solid waste management initiatives, outlining a public awareness campaign and identifying and meeting with key partners to agree on a resource mobilisation strategy.	
Quality Criteria <i>How / with what indicators will the quality of the activity result be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Area for capacity building in the main phase of the project for Government staff identified for staff to improve their understanding of legislation and learn / improve their networking skills.	Project Document outlines capacity building strategy for Government staff.	July 2008
Suggested public awareness campaign will reach the majority of ni-Vanuatu in the areas identified and will encourage them to participate.	Research is referred to in the project proposal that gives examples of previous campaigns that have been successful and rationale provided why proposed campaign will be effective. Includes using simple local language with a memorable message and a method to reach the greatest number of ni-Vanuatu – whether it be radio, newspaper, tv, billboards, etc.	July 2008
Mobilisation plan to be agreed upon by key partners.	Register of key players compiled who receive mobilisation plan for comment. Written feedback to be compiled and filed with project documents. Final plan to be signed by all key partners.	July 2008

IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

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

The implementing partner 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 implementing partner'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 implementing partner 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”.

**ANNEX 1:
RISK ANALYSIS**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, updated by	Last Update	Status
1	UNDP's allocated TRAC funding is insufficient to fund PA project either at inception or due to project cost overruns	Project Brief Stage: 7/02/08	Financial	<u>Impact:</u> Alternate / additional source of funding will need to be sourced, resulting in a delay / abandonment in commencement / delivery of project. Rated 3. <u>Probability:</u> Dependent upon tight monitoring of project costs, resources committed to by Govt. and cost of a consultant. Rated 2.	Govt to commit resources to project and tendering process to determine 'value for money' consultant. Monitor project closely to avoid cost overruns.	UNDP	Emma Walsh	29/04/08	Work plan designates costs associated with each activity.
2	Project not aligned with UNDP requirements for TRAC allocation	Project Brief Stage: 7/02/08	Organisational	<u>Impact:</u> Project does not receive funding to go ahead. Rated 3. <u>Probability:</u> Highly unlikely given that funding has already been designated for project in Action Work Plan (AWP) and will be determined during the PAC process. Rated 1.	<u>Counter Measures:</u> Discussions during project formulation with those in authority to designate funds prior to discussions with local organisations.	UNDP	Emma Walsh	29/04/08	Dead. Project has been approved in both PAC and LPAC.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, updated by	Last Update	Status
3	Insufficient personnel available within the Department of Environment to implement project	Project Brief Stage: 7/02/08	Operational	<u>Impact:</u> Delay in delivery of PA project. Rated 1. <u>Probability:</u> Moderately likely due to under-resourcing within Department. Could occur prior to or during PA project execution. Rated 3.	UNDP to provide sufficient support to Department where appropriate to enable on time delivery of project.	Government of Vanuatu UNDP	Emma Walsh	29/04/08	Department is under-resourced, however view this as an important project and are willing to commit time to the execution of the project.
4	Suitable consultant not available to execute project	Project Brief Stage: 7/02/08	Operational	<u>Impact:</u> Project will have to be delayed to accommodate suitable consultant OR quality of project delivered is compromised. Rated 3. <u>Probability:</u> Unknown since tenders have not yet been advertised for consultant. Dependent upon processing time for award of tenders. Rated 2.	Choose a consultant that is available to execute project when proposed and aid efficient approval of project.	Consultant Government of Vanuatu UNDP	Emma Walsh	29/04/08	Tenders for consultants have not yet been advertised. Tenders will be finalised once the Government of Vanuatu has commented on the project.

ANNEX 2:
TERMS OF REFERENCE FOR CONSULTANT
**“Feasibility Study on Managing Solid Waste in Vanuatu using the Container Deposit
Legislation (CDL) system”**

Objective:

Evaluate the logistics, costs and feasibility of establishing a recycling project in Vanuatu, based on CDL, which would:

- Reverse the ongoing accumulation of waste in the sea, beaches and other land areas of the main islands of Vanuatu.
- Develop a financially sustainable recycling project that provides employment to the people of Vanuatu; and
- Through privatisation, produce a model of the Private Sector providing public services to Vanuatu.

Responsibilities:

- Identify past studies in the Pacific region relevant for establishing recycling system in Vanuatu;
- Analyse and re-validate data from previous waste characterisation/studies in Vanuatu;
- Research and estimate quantities and types of recyclable materials likely available within main centers of Vanuatu;
- Identify and collaborate with ongoing initiatives on solid waste management and current recycling activities within Vanuatu;
- Collect imports data and analyse for indication on material flows for recycling;
- Identify waste materials that can be re-used locally as separate from waste materials to be collected for export;
- Identify possible partnerships with local organisations for a successful recycling operation;
- Design recycling collection points for collection of recyclables from communities;
- Identify suitable equipment required;
- Identify possible markets for materials collected for recycling and shipping costs to markets identified;
- Identify types of media available for public awareness program associated with recycling, and cost of relevant media campaign activities;
- Outline elements of public awareness campaign to compliment establishment of recycling operation;
- Develop a Project Implementation Plan for practical and logistical elements of recycling program.
- Present outcomes to civil society and relevant Government authority for feedback on proposed strategy; and
- Finalise proposal using UNDP format and inform UNDP on appropriate/possible resource mobilisation strategy (once approved by Government).

Duration: 30 working days.

Requirement:

- Relevant qualifications (Government to input)
- 10-20 years of practical experience in the field of solid waste management;
- Willingness to travel to other islands if required;
- Good communication skills; and
- Fluency in spoken and written English.

ANNEX 3:

DEFINITIONS FOR MANAGEMENT ARRANGEMENTS

Project Board: The Project Board is the group responsible for making, by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP / Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure:

- development indicators are met;
- best value for money;
- fairness;
- integrity;
- transparency; and
- effective international competition.

In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved Annual Work Plan (AWP), the Project Board may review and approve project quarterly plans when required and authorises any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorises 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 problems between the projects and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

This group contains three roles:

Executive: An individual to chair the group, who represents the Government Cooperating Agency, in this case the **Director-General of the Ministry of Lands and Natural Resources (MoLNR)**. As the Executing Agency, the **MoLNR** will have the overall responsibility for project execution and is responsible for project deliverables and accountable to Government and UNDP.

Senior Supplier: An individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project and for this project is the **UNDP**.

Senior Beneficiary: An individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realisation of project results from the perspective of project beneficiaries. The Senior Beneficiary for this project will be the **Director of the Aid Coordination Unit**.

The Project Board supports the following roles:

Project Assurance: Project Assurance is the responsibility of each Project Board member; however the Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance

responsibilities to the Project Manager. The **Interim Waste Advisory Group** will provide Project Assurance for this project.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner, which for this project will be the **Director of the Environment Unit**, within the constraints laid down by the Project Board. The **Environment Unit** is the government agency responsible for providing technical advice on environmental matters to the National Government of Vanuatu and to the ni-Vanuatu and is directly responsible for the Government's participation in this project. The Environment Unit is responsible to the Minister of Lands, Natural Resources, Geology, Energy and Environment. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The **Environment Unit** will be the entity responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The **Environment Unit** may enter into agreements with other organisations or entities to assist in successfully delivering project outputs.

Project Support: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance. An **Environmental Officer within the Environment Unit** will provide the project support for this project.

Teams: Different teams will be formed during the project to work on and deliver different activities identified above on the Project Annual Work Plan Budget Sheet. The Terms of Reference (TOR) for the Consultant is included as Annex 2. Another possible team will comprise representatives from the Council of Regional Organisations of the Pacific (CROP). The activities to be assisted by this team will be determined by the depth of knowledge of the contracted consultant, along with the knowledge of the UNDP and Vanuatu Environment Unit representatives.