

## Improvement of Municipal Services in Ukraine

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### Public Utilities – Report

How to prepare common Local Action Plans of solid household waste management between local self-government bodies

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# How to prepare common Local Action Plans of Solid Household Waste Management between Local Self-Government Bodies

Purpose: to propose a methodology for the preparation of common Local Action Plans between the Local Self-Government Bodies willing to cooperate for their Solid Household Waste Management.

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## Acronyms

GIS	Geographical Information System
GIZ	Gesellschaft für Internationale Zusammenarbeit – German Agency for Cooperation
IFI	International Financing Institutions (for instance: World Bank, European Bank for Reconstruction and Development, European Investment Bank, etc.)
KATP	Kommunal Avto Transport Pribod (usual name of the municipal company of waste management)
LAP	Local Action Plan
LSGB	Local Self-Government Bodies (according to the Law 1997-0280)
NGO	Non-Governmental Organisation
SHW	Solid Household Waste
SHWM	Solid Household Waste Management
ZHEK	(usual name of the municipal company of housing management)

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## 1. Presentation

### 1.1. Cooperation

Cooperation is the cheapest way to fulfil some legal obligation of the LSGB (local self-government bodies). One of these obligations is to collect and to safely dispose 100% of the SHW (solid household waste), but:

- Only cooperation allows to organise a waste collection in the rural areas (Rayon) at an affordable tariff;
- Only cooperation can justify the construction of sanitary landfills with affordable costs.

It has been noticed in western Europe and it is there the common way to manage the SHW. Is it the same in Ukraine? Is it the same in Lugansk Oblast? The only way to answer this question is to study, case by case, the potential benefit of cooperation, and then to decide to cooperate for the improvement of the waste management.

Improvement of waste management is a long and hard task, requiring to launch, to synchronize, and to monitor, numerous activities. So it should be studied, economically assessed, decided, organised. It's the topic of the Local Action Plan.

So it is proposed to the voluntary LSGBs to study a common Local Action Plan, in aim to determine if it's interesting or not to cooperate for the SHWM within their territories.

### 1.2. Why to make a LAP?

Tasks and responsibilities pertaining to LAP have been defined in the Ukrainian law “on Waste” and by the decree of the State Committee Of Construction, Architecture and Housing policy of Ukraine.

Developing local plans is a duty for each municipality as mentioned in several laws. But except annual or multi-annual programmes of investment for environment, specific plans for waste management have been rarely set out. Administrative pressure to require the towns to prepare a LAP proved not to be enough, mostly due to financial shortages to hire design institutes or insufficient skills to develop by the LSGB own capacities.

**As first approximation, each administrative unit includes:**

- A central city;
- Small towns, villages, settlements;
- Collective housing and private sector;

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- 1 or more landfills and a dumpsite for each settlement, village, small city;
- Organisations producing municipal waste (commerce, small industry, hospitals, schools, administrations, etc.);
- Parks and gardens;
- Street cleansing;
- Markets.

Each administrative unit has at least 1 municipal company of waste management (excepted some rayons). The company is equipped with vehicles. The waste management uses the volume as unit.

Inhabitants pay a waste fee to the ZHEK, or to the municipality, or to the municipal company. Organisations pay according to the collected volume.

### **LAP defines how, and when, and how much, it will cost for:**

All the collective housing sector will be collected.

- The refuse chutes will be put out of service and replaced by containers.
- All the private sector will be collected.
- All the villages and settlements will be collected.
- Wild burning will be suppressed.
- A selective collection will be implemented everywhere.
- The fees of the inhabitants will be collected by the municipality (Universal Payment Centre) and a fair budget will be guaranteed to the municipal company.
- All the waste from organisations will be collected and paid.
- The municipal waste (parks and garden, markets, street cleansing) will be collected and paid to the municipal company.
- The SHW will be managed by weight.
- The means of the municipal company will be updated (computer-based organisation, renewal of old vehicles, extension of the park of vehicles, improvement of 1<sup>st</sup> level maintenance and externalisation of 2<sup>nd</sup> level maintenance).
- All "end of the street" and "end of the village" landfills and dumpsites will be closed and remedied.
- Transfer stations will be implemented in the central city (standard transfer station) and the main villages (simplified transfer station). The number of rounds of semi-trailers necessary for the transfer will be calculated.

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## 2. Content of a LAP

The goal of a Local Action Plan is to organise changes in the LSGBs' waste management, with a long-term perspective and a strong coordination with the regional plan.

This must be done by involving all City stakeholders: town administration departments, private business, municipal waste companies, housing management structures, NGO.

The LAP must include four main parts:

### Exhaustive description of the situation of the waste collection

- waste generation (quantities and composition),
- waste collection,
- recycling and recovery of waste,
- treatment and disposal of waste, including status and capacity of the existing treatment/disposal facilities,
- financial set-up, description of the situation of the recovery of the fees, study of the situation of the finances of the SHWM company (ies) and the local self-government body;

### Analysis of the constraints and potentialities

- institutional and legislative set-up, present and anticipated,
- state for each type of waste (specific rules, market, economics,...)
- local situation and anticipated developments concerning territories, population, existing and planned equipment for waste management in the close territories,
- Forecast of waste generation

### Set-up the waste management policy

- Determination of objectives and targets
- Determination of different scenarios meeting the approved objectives
- Choice of the new schemes and solutions envisaged for the improvement of the waste collection;

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### **Analysis of different feasible options**

- Technical analysis
- Assessment of necessary investments and evolution of the operation costs;
- Funding requirements;
- Contractual arrangements and involvement of the private sector.

### **Conclusions of the study**

- Outlines of the long term strategic strategy
- Set up mid-term action plan, with detailed annual programmes setting goals and tasks for each year and concerning for instance, improvement of the waste collection; recovery of the fees, investments
- Awareness measures for implementation to involve population and build on participation
- Final financial and environmental analysis
- Definition of the follow-up of the implementation of the LAP.



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## 3. Steps of a LAP

A LAP aims to propose the best solutions in terms of:

- Protection of environment;
- Costs;
- Logical feasibility.

These solutions should be [imagined](#) on the base of the [existing situation](#) and the [wished future](#), [assessed](#), [compared](#), and at the end [bankable](#).

### 3.1. Existing situation

The main problem is to get realistic figures. It means figures representative of the **REALITY**. Everybody knows how are filled the 155 tables a KATP has to fill per year for the upper authorities. Everybody knows that 1 m<sup>3</sup> is not the same number of kg in the container, in the truck, on the landfill. Everybody knows that the production of the households is assessed on norms established in 1987.

The first task is to collect data and documents and to organize them.

#### 3.1.1. Quality of the data

Let's underline that of course everybody will provide transparent data, and that the counterpart is that these data will remain confidential inside the working group and the project team.

We know that it will be difficult to get true figures. So a lot of them will have to be assessed. The question for a LAP is not so to get true figures but realistic figures, meaning that it's not with an accuracy of 1 kopeck but with a reasonable confidence bracket of  $\pm 5\%$ , and better  $\pm 2\%$  if it's possible.

All figures in waste production, collection, landfilling, should be in tonnes. If a partner is equipped with a weighbridge, it will be welcome.

#### 3.1.2. Documents

A common situation is the lack of maps. It should be done a review of the existing maps in all services of the municipalities and of rayons. There are methods for dressing an inventory of the existing maps. The purpose is to register the existing maps as:

- Covered territory

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- Scale
- Information on the map: roads, relief, etc.
- Place of storage

For the existing facilities, usually they have been built with an approved dossier of project. The question is often where have been archived these dossiers.

### 3.1.3. Geographical Information System

All the collected data should be organized in databases. For waste management, it's even better if they can be put in a GIS (Geographical Information System). If such GIS exists among the partners (as in the City of Sverdlovsk), it should be used for the LAP.

## 3.2. Objectives of the partners

The partners must define which situation they want to obtain at the end of the period of the LAP, i.e. 5 years.

This situation will be detailed in objectives. It happens that during the studies some objectives must be revised according to the conditions of feasibility during the period of the LAP.

## 3.3. Scenarios

Let's call "problem" any identified gap between the existing situation and the wished situation.

For each identified problem, it exists numerous technical solutions.

The Project Team, with help of the Working Group and of the experts of GIZ, will have to:

- Describe the problem;
- Inventory all possible techniques that can be applied for this problem;
- Assess their pertinence;
- Calculate the cost of each solution.

## 3.4. Logical framework

The found solutions are not independent. The implementation of a solution depends on the previous steps and governs the next steps. So the choice of one of them for one problem is not neutral. Usually it supposes that previous problems have been solved, and from time to time in a particular way. And usually, the implementation of this solution will be the background for the solution of the next problems.

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So the assessment of all inventoried solutions is like a logical framework, or even if there are conditions of conditionality for some of them, as several parallel logical chains, or even some of them can be incompatible.

These several potential logical frameworks are called scenarios. Each one will be valued in terms of efficiency and cost.

### 3.5. Investments

For each scenario the relevant investments will be calculated under the form of a yearly programme of investments.

Attention should be paid to the mechanism of virtuous spiral of investment.

During previous technical assistance programmes, it has been found that it exists opportunities of investments in particular equipments with a quick pay back. They should be prioritised as they will provide resources for other investments by the difference between their accounting depreciation and the incomes or the savings they will provide during several years.

### 3.6. Writing of the LAP

The LAP is written as 3 documents:

- The LAP itself that is proposed to the endorsement of the partners;
- A press-release LAP keeping only what can be published;
- A booklet for the inhabitants.

### 3.7. Monitoring

It's mandatory to inform the authorities and the inhabitants about the implementation of the decisions taken in the LAP. The common way is to make a yearly report on the implementation of the LAP and to manage the communication of the results.

### 3.8. Update

A LAP is a 5-year programme, so on the 5<sup>th</sup> year it's necessary to prepare the next LAP with the same methodology.

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## 4. Organisation

### 4.1. Necessary means

Such project requires a permanent PT (Project Team) dedicated to the tasks to be done.

The PT includes:

- Team Leader

The TL drives the work of the team, reports to the authorities and GIZ, represents the project toward the stakeholders, leads the meetings of the working group, and the meetings with NGOs and inhabitants, organizes and checks the job of the other members of the PT.

- Engineer

The engineer is in charge of the technical aspects of the project, collects technical data, studies the solutions, assesses their efficiency.

- Economist

The economist is in charge of the economical aspects of the project collects the figures, assesses the solutions in operation costs and investments.

The PT needs an office with computers and telecommunications. It will have also to travel in the involved cities and to Lugansk.

A budget must be allocated for communication materials.

So a business plan of the PT should be made and approved by the partners, and the relevant budget shared by the partners.

The LSGBs should commit themselves to provide to the PT all necessary information and all documents.

### 4.2. Agreement of the involved parties on the programme

Before beginning to work, it is mandatory to sign an agreement between the LSGBs and the GIZ project to define the collaboration between the entities and rights and duties of each side, in order to clarify tasks carried out by each partner, resources provided by each side and responsibilities on these tasks.

This agreement must be light enough not to delay beginning of the work. As long approval is not clearly set as approval by the Municipal Council, this point should be mentioned in the agreement.

The signature of this agreement is a good opportunity of communication toward the population.

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### 4.3. Set up of a Steering Committee of the LAP

A Steering Committee will be set up with all LSGBs representatives and GIZ. It will monitor the development of the LAP. The SC should meet once a month.

GIZ is in charge of the set up and management of the SC.

### 4.4. Set up of a Working Group of the LAPs development

#### 4.4.1. Composition of the WG

A WG will be settled between the cooperating LSGB. The principle is to gather people representing all interests and not all people representing any interest. The WG should include representatives of:

- Municipal Administration;
- Municipal Council, and peculiarly the Commission in charge of the tariffs of municipal services;
- Rayon Council (if);
- Rayon Local State Administration (if);
- Service equipped with Geographical Information System (if it exists as in Sverdlovsk);
- KATP;
- Private companies working in waste management (if);
- Inspection of Ecology;
- Sanitary Epidemiological Service;
- NGOs;
- GIZ experts.

The role of the WG is to provide the necessary information and to propose ideas or paths for the LAP, that will be developed by the Project Team.

Meetings will depend of the progress of the work, but should be organised each fortnight.

#### 4.4.2. Exchange of experience

GIZ will organise meetings between the areas of cooperation in aim to exchange experiences on the development of the LAPs. The WG will delegate some participants for these meetings.

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### 4.4.3. Study-tour

A study tour for LAPs representatives will allow them to make acquaintance with other experiences of waste management in Ukraine.

The study tour is organised and financed by GIZ project. Membership will be strictly limited to persons actively involved in LAP groundwork.

### 4.5. Organisation of awareness campaigns and public hearings

The LAP appliance is related to its acceptance by all stakeholders, and mostly by the general public. Awareness campaigns have to be held in order to present the main features of the LAP and organise public consultations. GIZ will take part in the organisation of these campaigns.

### 4.6. Training

The members of the project teams must be trained to the project management, but it supposes that preliminarily they have been trained to management and to ecology.

The training to management and to ecology should be very helpful for the people participating in the working group.

GIZ will propose these training sessions. They will be open to voluntary people (but mandatory for the project teams).

### 4.7. Involvement of the GIZ team

The GIZ team will have to adapt its participation to the real level of work of each LAP. The two opposite options are:

- Active municipality: the town specialists are autonomous and able to do by themselves the major part of the job.
- Passive municipality: the town specialists are not autonomous, without initiatives and unable to do by themselves the major part of the job. We should stop collaboration with this LAP if no improvement is reached during a first period of training.

Nevertheless, the role of GIZ will be to check data, to discuss issues with the local specialists, to help rewrite reports in a relevant way and to participate in the meetings of the working group.

### 4.8. Bottlenecks

The main questions concerning involvement of the municipal officers are:

- Who will be really involved at the municipal level?

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- Who will have the motivation to get results?
- At the opposite, who will try to avoid changes?
- Who has the time to work?

They have to be debated at the beginning of the contacts with each LAP. Several levels in the work process have to be considered:

- The working out process level: gathering data, checking and analysing situation, finding and working out answers addressing main issues, writing reports.
- The discussion and approval level: reading reports, analysing proposals, attending meetings, giving comments.
- The information process: organising explanation tasks for other stakeholders and general public.

For each of these questions, an answer will have to be obtained from the top-management, executives of the technical departments in charge of waste management, the director of Housing and public services, the director of KATP, ZHEKs, NGOs? Replacement by deputies are acceptable only if each person has a sufficient authority.

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## 5. Communication

Let's be clear. The inhabitants will not easily see the improvement of the waste management but they will see immediately the increase of the tariffs. So any LAP should pay attention to public awareness, and for that purpose, should develop a strategy of communication. So we'll review several milestones.

### 5.1. Launching

The decision of cooperation is an opportunity to launch the action of communication.

It's easy to organize a ceremony of signature of the agreement of cooperation between the LSGBs and GIZ.

A press dossier should be prepared including:

- Common:
  - presentation of the GIZ assistance and of the GIZ Project,
  - description of the current situation in Ukraine,
  - stakes of the GIZ Project,
  - advantages of the cooperation
- Local:
  - presentation of the local situation,
  - involvement of the LSGB,
  - local strategy, etc.

### 5.2. Studies

During this period, the communication should be focused on public awareness.

The Working Group includes NGOs. It's time to work with them on public awareness.

The mass media should broadcast from time to time reportages on the main problems on the territory.

*GIZ can provide some "ready made" papers.*



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## 5.3. Presentation of LAP

### 5.3.1. Strategy of communication

The LAP itself will include a "confidential" chapter on the strategy of communication. "Confidential" because the policy of communication cannot be communicated in aim to be efficient.

Classically, it should be distinguished:

- Citizens: the final target;
- Prescribers: it's mainly the children who have a strong power of prescription on parents about behaviours for protecting the environment;
- Relays: they play the role of secondary diffusion of information;
- Partners: the professionals involved in the projects;
- Potential partners: the targets to mobilise in aim to improve the impact of the project, for instance the mass-media.

The key-point is that we aim to modify behaviours:

- It's not a rationale domain but an emotional domain;
- It must be done step by step.

So a strategy of communication works on several different audiences, and on several successive steps. So all actions should be carefully planed and synchronized.

*GIZ will propose a methodology for the preparation of the strategy of communication, and some expert's assistance.*

### 5.3.2. Communication of the LAP

During the preparation of the LAP some information should be given about the progress of the works as for instance press releases about the dates of the meetings of the working group and of the steering committee, intermediary studies, etc.

The LAP should be communicated to the inhabitants. It's also possible to submit it to them. It's very delicate. Public hearings should be avoided as the population is not enough educated to the problems of environment and to local democracy. The result would be meetings of expression of bitterness going quickly to arguments against any change.

So the best way is to prepare a press dossier detailing the arguments for the mass-media. A summary of the LAP should be printed and distributed to the inhabitants.

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## 6. Training

### 6.1. Purpose

The purpose of the GIZ programme is to propose modernisation of the municipal services help to cooperation between the local self-government bodies. It has been found that a key point was the gap between the usual practices and the management in western countries.

GIZ is working with the pilot areas for the implementation of new tools for the management. But it has been noticed that some "novelties" were difficult to apply because misunderstood by the recipients. In fact, some of them said they never had any education in management, and for some other ones, what they learnt was far from the "state of art" of management in western countries. Software of management are implicitly based on concepts of management and it's difficult to integrate the functionalities offered by the software without to own the background of knowledge on which the development of the software has been based.

For instance, the calculation of the costs is based on analytical accounting. How to insert the right figures in the right cells if you don't know the logic of the accounting and the rules of drawing up of the figures?

*So GIZ decided to propose a training programme introducing the key notions of modern management.*

### 6.2. Conditions

#### 6.2.1. Audience

The training programme is open to all executives of the municipal services, municipal companies, Rayon administration, and all volunteers.

But GIZ can take in charge only the expenses linked to its ToR, so linked to the participation of people relevant of the recipients. Other people should come at their own expenses.

#### 6.2.2. Organisation

The proposition is to organise 1-day seminars:

- It's difficult for executives to free a longer period;
- It's difficult to absorb such matters during more than 1 day.

The seminars are organised in a central place for a unique session.

The participants will receive booklets and papers with the content of the seminar.

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## 6.3. Programme of Management

### Objective

To get familiarized with the science of management as it is well spread in western countries.

### Target

Managers in municipal services and municipal companies

### 6.3.1. 1<sup>st</sup> session: General Management

#### Teachers

Philippe FICHAUX

#### Duration

1 day

#### Content

History of the science of management

Definition of enterprise

Functions of the enterprise:

- Direction
- Marketing:
  - Commercial strategy
  - Design
  - Sales
  - After-sale
- Production
- Finance
- Support
  - Accounting
  - Personnel

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- Maintenance

Context: economy and international rules

Development: policy – strategy – tactics

### 6.3.2. 2<sup>nd</sup> session: Analytical accounting and operation costs calculation

#### Teachers

Philippe FICHAUX

#### Duration

1 day

#### Content

Great methods:

- Homogenous sections
- Complete costs
- Direct costing

Investments, amortizations and funding

Method of pre-established costs

Practical examples

### 6.3.3. 3<sup>rd</sup> session: Organisation

#### Teachers

Philippe FICHAUX

#### Duration

1 day

#### Content

History of organisation in enterprises

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### Scientific organisation of work

- MTM
- Department of Methods
- Schedule of works
- Administration of production
- MRP

### Human Resources School

- Factors of efficiency
- Dynamics of the organisations
- Maslow and the Hierarchy of Needs

### Quality

- Costs of the non-quality
- ISO 9000
- Quality groups

### Certifications

- ISO 9000 Quality
- ISO 14000 Environment
- OHSAS 18000 Safety

## 6.3.4. 4<sup>th</sup> session: Human Resources Management, Safety, Ergonomics

### Teachers

Philippe FICHAUX

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### Duration

1 day

### Content

#### Human Resources Management

Social policy of the enterprise:

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- Goals of personnel management
- Principles
- Methods of investigation of the expectations of the direction and of the personnel

Management of personnel

Practice of daily management

Provisional management

Statistics, dashboard and social balance

Department of Human Resources:

- Missions and relationships with other services
- Organisation of the department
- Administration of personnel (and computerization)
- Recruitment, choice and methods of selection

Training and proficiency of personnel

Assessment of performances and wages

## Hygiene and Safety

Economical impact of accidents and professional diseases

Policy of improvement of safety

Dashboard of safety

Methods of prevention

## Ergonomics

Principles

Elementary techniques

### 6.3.5. 5<sup>th</sup> session: Waste Management & Maintenance Management

Teachers

Philippe FICHAUX

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### Duration

1 day

### Content

#### Waste Management

Key regulations (Ukrainian and international)

Solid Household Waste

Efficiency of a waste collection

Transfer

Recycling

Sanitary landfills

Future problems of waste management

Economy of waste management

#### Maintenance Management

Ageing of equipments

Preventive maintenance

Curative maintenance

Costs of maintenance

## 6.4. Programme of Ecology

### Teachers

Philippe FICHAUX

Yunona VIDENINA (water)

Iuriy MATVEEV, Engineering and Scientific Centre "Biomass"

Sergiy KURULENKO, Advisor to the Minister of Environment of Ukraine

Victoria GRANKINA, "Rosa Vetrov" NGO

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### Objective

To understand the main burdens of the anthropogenic impact on environment and health.

### Target

Managers in municipal services and municipal companies, school teachers, NGOs

### Duration

1 day

### Content

Key discussion points:

- Concept of environment
- Environmental and sustainable development concept
- Static and dynamic development of eco-systems
- Role of bio-diversity

Circulation of water, protection and preservation of water resources

Watching a selection from the "Water" film

Most widespread pollutants and their impact on human life

Waste: volume and toxicity; from reduction of production towards recycling/disposal

Energy efficiency and renewable energy sources

Environment friendly education and crucial ecological problems in Ukraine

- From ecological education towards education for sustainable development
- Cooperation with school teachers in the framework of the pilot project implementing selective household solid waste collection (experience of the "Rosa Vetrov" NGO)

Watching the film "Selective waste collection"

Interactive information seminar for managers, methodological specialists, senior teachers and teachers on "Household waste"



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## 6.5. Programme of Project Management and Funding of Investments

### Teachers

Yunona VIDENINA (project management)

Philippe FICHAUX (funding of investments)

### Objective

To acquire the tools and methods of project management and the way to prepare dossiers of funding for IFIs.

### Target

Members of the Project Teams, managers in municipal services and municipal companies

### Duration

1 day

### Content

#### Project Management

Organisational slack

General organisation of a project

Cooperation between the project and the other services of the organisation

PERT, Gantt diagrams, and project management software

Administration of a project

#### Funding of Investments

Problematic of the bankers

The dossier as a communication tool

Feasibility study

Content of a Business Plan

Key-parts of a dossier of credit

Sovereign guarantee and procedure N°1317

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## 6.6. Programme of Communication

### Teachers

Victoria GRANKINA, "Rosa Vetrov" NGO

### Objective

To understand the basic rules and methods of communication.

### Target

Managers in municipal services and municipal companies, school teachers, NGOs

### Duration

1 day

### Content

Aarhus convention

Key-notions of communication

Why to communicate

Communication as a support of the action

Tools of communication: qualities and drawbacks, best uses, limits, efficiencies, costs

Strategy of communication

Feedback

Measure of the results of the communication

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# **7. Planning of the cooperation**

## **7.1. Principles**

The role of a tentative planning of a project (but it will be developed during the training session on project management) is to think in advance:

- if the project is feasible during the scheduled time;
- to check the necessary means for the project development;
- to identify the milestones;
- to react when some events occur during the project and to make decisions of correction.

So we propose a more or less realistic organisation of the project under the form of a planning.

## **7.2. Milestones**

### **7.2.1. Signature of agreements of cooperation**

The voluntary partners and GIZ will meet and sign an agreement of cooperation for the development of a common LAP. It's a good opportunity for communication.

GIZ will negotiate the place of the signature in one of the city of the local partnership.

During the same meeting, the members of the Steering Committee will be officially named.

The Steering Committee will hold a meeting once a month.

### **7.2.2. Sharing of the charges**

Each partnership requires a project team: 3 persons, office, computers, telecommunication, transport, documentation, office supplies.

The partners must decide how they share these charges and where to settle the project team.

The people may be members of the staff of the partners but in such a case they must be free for six months of any other task.

### **7.2.3. Recruitment of project team members**

### **7.2.4. Working Group members**

The partners will propose and name the members of the Working Group.

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The WG will hold meeting each 2 weeks.

### 7.2.5. Training

GIZ will define the dates and organisation of the 9 days of training:

- Management 1
- Management 2
- Management 3
- Management 4
- Management 5
- Ecology
- Project Management
- Communication

### 7.2.6. Data and documents

First the partners and their administrations will look for and identify the existing data and documents.

The first task of the PT is to organize the management of the existing data and documents.

For missing data, the PT will assess them with methodologies provided by the GIZ assistance.

### 7.2.7. Existing projects of the Partners

The PT will collect and study the existing projects of the Partners.

The PT will make feasibility studies of these projects with the GIZ assistance.

### 7.2.8. Siting of landfills

The PT will work with local administration for looking for sites that may be convenient and conform to the requirements of the regulations for sanitary landfills.

### 7.2.9. Pre-feasibility studies of sanitary landfills

On the best site, the PT will make pre-feasibility studies of the construction of a sanitary landfill.

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### 7.2.10. Cost of waste collection

The PT will calculate the cost of waste collection by:

- making a model corresponding to each technique of collection;
- applying the model for each settlement of the territory.

### 7.2.11. Cost of transfer

Alternative solutions with transfer stations will be studied in aim to optimize the cost of collection corresponding to the possible landfills.

### 7.2.12. Scenarios and business plans

The solutions will be combined as scenarios of implementation on 5 years with an economical assessment of each one.

### 7.2.13. Writing the LAP

The LAP includes several parts:

- 1: general description of the territory, stakes of the LAP, etc.
- 2: starting point of the waste management as figures, means, results
- 3: objectives with figures and years
- 4: potential solutions and their economy
- 5: choice of the set of solutions fulfilling the objectives with the best feasibility
- 6: programme of implementation, including tariff policy and funding of investments.

### 7.2.14. Document of presentation

A booklet and a press dossier must be carefully prepared for the public awareness about the LAP.

### 7.2.15. Presentation of the LAP

An official event is organized for the presentation of the LAP.

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	Weeks	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51
	Beginning on	05/09	12/09	19/09	26/09	03/10	10/10	17/10	24/10	31/10	07/11	14/11	21/11	28/11	05/12	12/12	19/12
N°	Tasks																
1	Signature of the cooperation agreements																
	Steering Committee meetings																
2	Sharing of the charges																
3	Recruitment of project team members																
4	Working Group members																
	Working Group meetings																
5	Training sessions					1	1	1	1	1	1	1	1	1			
6	Inventory of data																
	Organisation of data																
7	Existing projects of the Partners																
8	Siting of landfills																
9	Pre-feasibility studies of sanitary landfills																
10	Cost of waste collection																
11	Cost of transfer																
12	Scenarios and business plans																
13	Writing the LAP																
	1: general description																
	2: starting point																
	3: objectives with figures and years																
	4: potential solutions and their economy																
	5: choice of the set of solutions																
	6: programme of implementation																
14	Booklet and press dossier																
15	Presentation of the LAP																

Weeks	52	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
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N°	Tasks	Beginning on																	
		26/12	02/01	09/01	16/01	23/01	30/01	06/02	13/02	20/02	27/02	05/03	12/03	19/03	26/03	02/04	09/04	16/04	
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